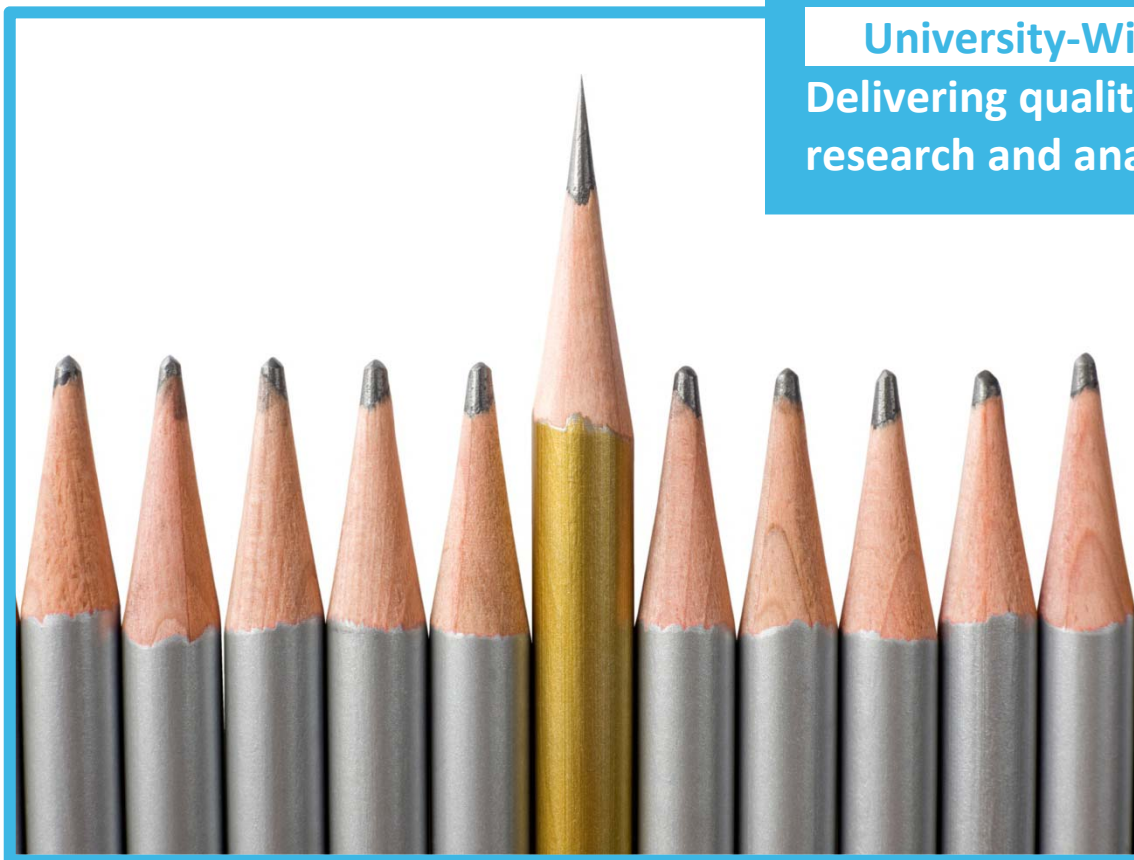


University-Wide Report
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Edinburgh Napier University

Employee Engagement Survey 2015

January 2016

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CAPITA

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Edinburgh Napier University

Employee Engagement Survey 2015

Executive Summary

The response rate of 69% to the employee engagement survey at Edinburgh Napier University is higher than the average response rate of 67% achieved by higher education institutions Capita has surveyed in 2015, 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:

- 82% say the University is a good place to work;
- 79% feel proud to work for the University;
- 93% are interested in the University and to them it's not just a job;
- 95% feel safe and secure in their working environment;
- 89% generally enjoy their work and 85% find their work is varied and interesting;
- 91% feel trusted to do their job;
- 85% feel the University delivers good quality service to student/service users.

However, staff have concerns about issues such as workload and bureaucracy, change management; staff retention and career progression; feeling valued by the University and recognition and reward; communication between different parts of the University and whether the University Leadership Team listen and respond to the views of staff; and social and rest space.

Overall, out of the 141 survey questions using an agree/disagree response scale, there are 63 questions that have generated a positive response and can be considered as key strengths, while 20 questions have generated a negative response and can be considered as key areas for improvement¹.

A comparison of the 2015 survey results with those for 2013 suggests that the positive percentage scores for 32 questions show a statistically significant improvement, while the scores for two questions show a statistically significant deterioration. It should be noted that that the 2015 and 2013 surveys used different responses options and, therefore, care should be taken in making year-on-year comparisons.

The University developed a measure of overall engagement for its 2013 survey and the overall engagement score was 73%, based on 15 questions. The 2015 score has improved to 80%, based on 12 updated matching 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.

¹ Values are assigned to each response i.e. Agree = 4; Tend to Agree = 3; Tend to Disagree = 2; Disagree = 1 (scores are reversed for negatively phrased questions) and used to generate an overall question score. Those questions generating the most positive values i.e. with a score above 3.00 (on a scale of 1 to 4) are areas of strength, while those with values below 2.50 are areas for improvement.

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 2014/5, with seven better scores and 10 worse scores (5 are broadly in line with the benchmark scores).

In terms of being rated as a good place work, Edinburgh Napier University is ranked in 35th position out of 47 HEIs surveyed by Capita in 2014/5 and in 79th place out of 336 public sector, private sector and not-for-profit organisations in the Capita benchmark database for 2013/5.

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).

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Background

In November 2015, Edinburgh Napier University launched its employee 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 Capita Surveys and Research (in conjunction with Edinburgh Napier University) as an e-survey, with an option to complete the survey on paper or over the telephone.

The survey was distributed on 9th November 2015 with a closure date of 30th November 2015. Capita Surveys and Research processed and validated 1,057 completed survey questionnaires from Edinburgh Napier University employees; this gives a response rate of 69% based on the 1,531 staff invited to participate. There were also 44 responses from part-time demonstrators and staff on zero hours contracts. Their responses are reported separately.

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

Year-on-year comparisons between the 2015 and 2013 survey responses.

Part C includes

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

Part D includes

The most negative issues rated by staff and identified as areas for improvement.

Part E 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.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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'.

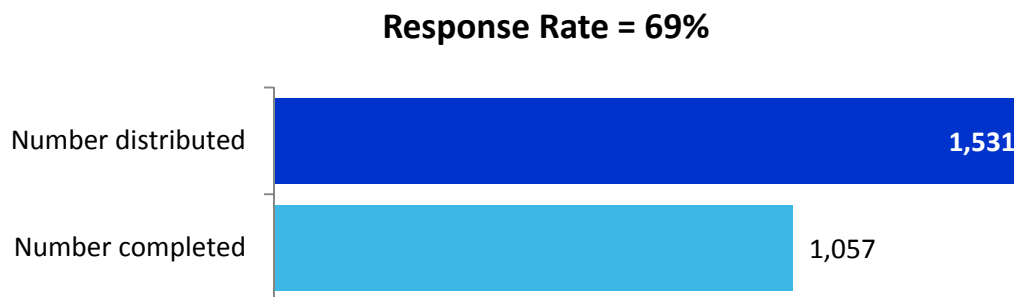
In social research, the most common measure of confidence for this prediction is the 95% confidence interval – where the chances are 95 out of 100 that the true value would be within a specified range – i.e. if everyone had responded. As a general guide it is calculated that the results for Edinburgh Napier University are within +/- 1% (the confidence interval), for each question. The confidence interval guide for 2013 was +/- 1%. This means when considering improvements and deteriorations between the years there would need to be a change of two percentage points in response for most questions.

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Participation

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

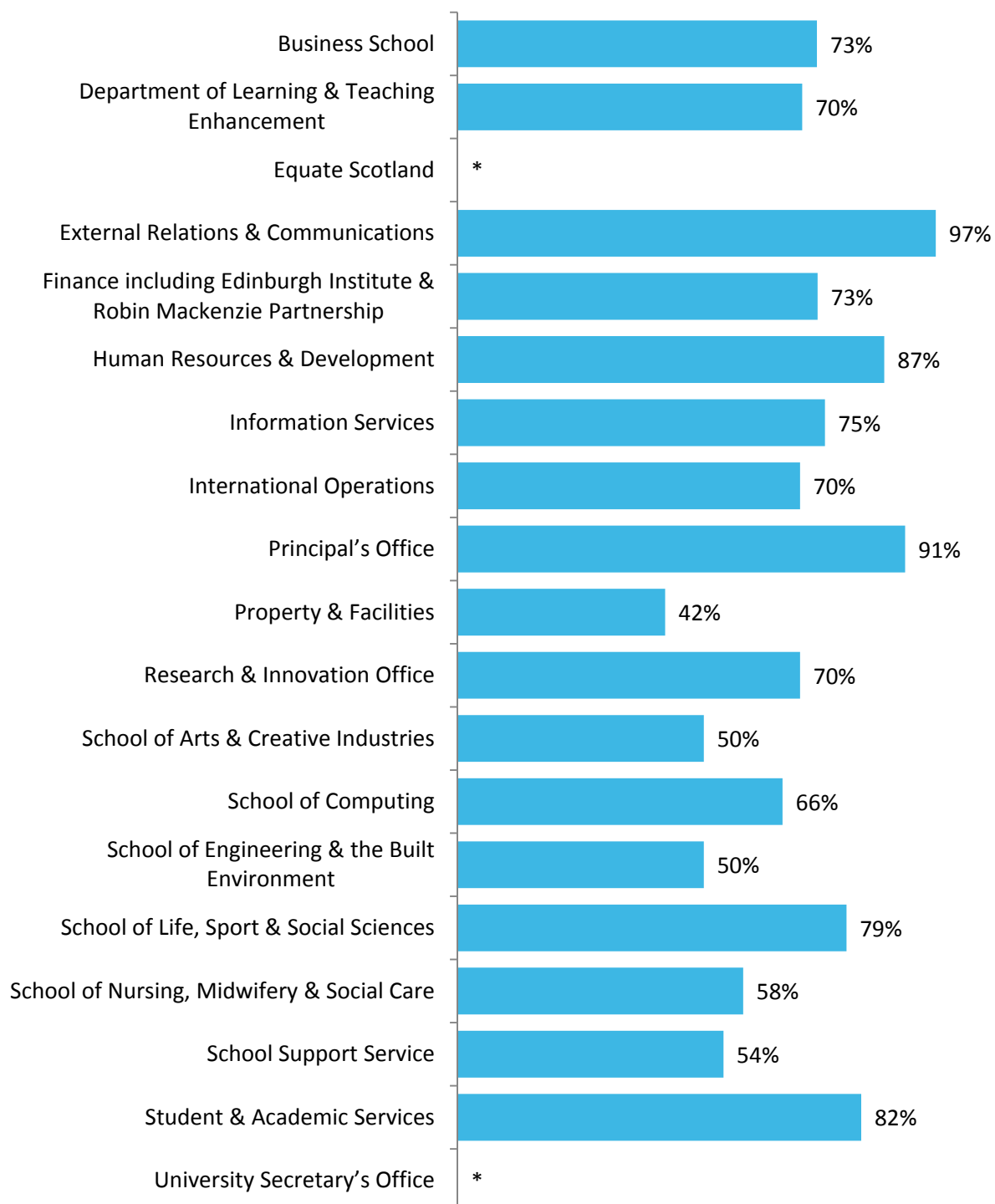
A total of 1,057 survey questionnaires were completed and returned by the 1,531 members of staff invited to participate in the survey: this means that the overall response rate for Edinburgh Napier University is 69%.



Response rates for individual departments ranged from 42% to 97%.

Response Rates by Area of Work

areas marked with an asterisk (*) achieved fewer than 10 respondents and so response rates are not shown



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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 73% for the 2013 survey and was based on 15 questions. The 2015 score is 80%, based on 12 questions matched to the 2013 questions.

Question	2015 % Favourable Score	2013 % Favourable Score
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)	69	63
I could explain to someone who doesn't work here what the University is trying to achieve	82	54
I believe the University is committed to equality of opportunity for all of its staff	79	61
Overall my engagement with the University is good (matched to 2013 question: Considering everything, how would you rate your overall engagement with the University)	84	66
In the past 12 months 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)	92	89
I understand the University's Strategy (matched to 2013 question: The University's vision and strategic aims are effectively communicated)	81	52
I understand how my work supports my Department/School's priorities (matched to 2013 question: I understand what I need to achieve to help to meet the overall strategic objectives)	85	55
I feel able to voice my opinions (matched to 2013 question: I believe my views are welcomed, encouraged and also challenged where appropriate)	68	64
I feel valued by my colleagues + I feel valued by students/other service users (average score - matched to 2013 question: My knowledge and experience is valued by students and colleagues)	83	76
My work gives me a sense of personal achievement (matched to 2013 question: My motivation at work is generally high)	78	76
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)	68	96
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)	85	83
The 2015 survey did not include questions to match the following 2013 questions:		
I have been personally involved (directly or indirectly) in activities which make a positive difference to people at the University		80
I believe my immediate line manager trusts the decisions I make within the scope of my role		82
I believe I act with integrity		97
Average Score	80	73*

*The 2013 average score of 73% is based on all 15 questions. If the 3 questions that cannot be matched in 2015 are excluded, the recalculated average score for 2013 is 70%.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Please note: the 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.

The 2015 survey 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 2014-2015.

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 2015 Agree %	HEI benchmark Agree %	Statistically Significant Difference
Q1-2	My immediate manager helps me find a good work-life balance	76%	72%	Yes
Q2-1	The University is a good place to work	82%	88%	Yes
Q2-8	I feel part of the University	72%	73%	No
Q2-10	I feel valued by the University	46%	55%	Yes
Q2-12	I feel valued by students/other service users (Compared to the benchmark question 'I feel valued by service users')	82%	86%	Yes
Q3-5	I am satisfied with my current role and level of responsibility	64%	74%	Yes
Q4-5	I feel safe and secure in my working environment	95%	92%	Yes
Q5-2	Have you had a PDR in the last 12 months? (Compared to the benchmark question 'Have you had an individual appraisal/review in the last 12 months?')	89%	83%	Yes
Q6-3	I am satisfied with the level of learning and development offered (Compared to the benchmark question 'I am satisfied with my current level of learning and development')	63%	73%	Yes
Q7-4	I feel proud to work for the University	79%	86%	Yes
Q7-15	Would you recommend the University to a friend as a place to work? (excludes 'don't know')	82%	84%	Yes
Q8-1	The University's Leadership Team (ULT) manage and lead the University well (excludes 'don't know')	67%	70%	Yes
Q9-10	My team leader/line manager/immediate supervisor keeps me informed about things I should know about	78%	77%	No
Q10-2	I feel fairly paid for the work I do	69%	65%	Yes
Q11-1	Do you know how to report accidents and incidents?	64%	69%	Yes
Q12-2	I am satisfied with the support I get from my immediate manager	83%	80%	Yes
Q15-7	On the whole, communication in the University is effective	68%	55%	Yes

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Employee engagement and organisation climate

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

	Question	Edinburgh Napier University 2015 Agree %	HEI benchmark Agree %	Statistically Significant Difference
Q12-10	Overall, I feel unduly stressed at work	29%	30%	No
Q13-1	Are you currently being harassed or bullied at work?	4%	5%	No
Q14-6	Have you felt discriminated against at work in the last 12 months?	8%	10%	Yes
Q17-1	I often think about leaving the University	40%	35%	Yes
Q18-9	Generally more could be done to help staff prepare for and cope with change	78%	77%	No

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[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART B – Year-on-Year Comparison

A year-on-year comparison of the questions which can be measured has revealed that 34 issues were identified as being statistically significant differences; two have deteriorated and 32 have improved.

The tables below show a ‘year-on-year’ comparison for questions in the survey where the change is considered to be a statistically significant difference. It does not necessarily mean it is an important difference. What it does indicate is where a real difference exists between Edinburgh Napier University’s 2013 results and the 2015 results and the difference isn’t just by chance related to some other factor such as the response rate.

Statistically significant differences highlighted in **red** show a deteriorating score on 2013, whereas a difference highlighted in **green** shows an improved score in 2015.

Please note: different response options have been used in the 2015 and 2013 surveys. The response options for 2015 used a four point scale and the questions for 2013 used a five point scale. For example 2015 uses the response options of ‘agree, tend to agree, tend to disagree and disagree’, whereas in 2013 the response options of ‘strongly agree, agree, partly agree/partly disagree, disagree and strongly disagree’ have been used.

The positive percentages are displayed i.e. For negatively worded questions, where a low degree of agreement is better, this ‘positive %’ is the combined percentage answering ‘Disagree’ or ‘Tend to disagree’, or ‘No’ etc.

Table 3: Statistically significant deteriorations

Question	2015 Positive %	2013 Positive %	Difference (percentage points)
Q2-6 I feel inspired to do my best work every day (matched to the 2013 question ‘I am committed to always doing the best that I can’)	68%	96%	-28%
Q1-2 My immediate manager helps me find a good work-life balance (matched to the 2013 question ‘My immediate line manager is considerate of my need to balance work and personal life’)	76%	83%	-7%

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Table 4: Statistically significant improvements

Question	2015 Positive %	2013 Positive %	Difference (percentage points)
Q15-5 There are opportunities for me to feed my views upwards in the University (matched to the 2013 question 'Sufficient effort is made to get the opinions and ideas of people who work here')	72%	41%	+31%
Q8-2 The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed (matched to the 2013 question 'Senior management effectively communicates what the University is trying to accomplish')	72%	43%	+29%
Q7-3 I could explain to someone who didn't work here, what the University is trying to achieve	82%	54%	+28%
Q16-2 I feel able to voice my opinions (matched to the 2013 question 'Overall, there is a free exchange of opinions and ideas in this organisation; people are not afraid to say what they really think')	68%	41%	+27%
Q9-12 My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work (matched to the 2013 question 'How satisfied are you with your involvement in decisions that affect your work?')	80%	53%	+27%
Q9-11 My team leader/line manager/immediate supervisor deals with poor performance effectively (matched to the 2013 question 'My immediate line manager deals effectively with poor performers')	64%	40%	+24%
Q7-9 In the University, people treat one another with trust and mutual respect	65%	45%	+20%
Q9-15 Overall, I feel my immediate line manager is doing a good a job (matched to the 2013 question 'Overall, how good a job do you feel is being done by your immediate line manager?')	84%	66%	+18%
Q14-1 I believe the University is committed to equality of opportunity for all of its staff	79%	61%	+18%
Q7-14 Overall my engagement with the University is good (matched to the 2013 question 'Considering everything how would you rate your overall engagement with the University?')	84%	66%	+18%
Q7-5 I understand the University's Strategy	81%	64%	+17%
Q10-3 Overall, I feel the University offers a good pay and reward package (matched to the 2013 question 'How do you rate your total benefits package including salary, pension, leave entitlements, flexible working & family friendly policies and discount and tax benefit schemes?')	74%	59%	+15%
Q10-2 I feel fairly paid for the work I do (matched to the 2013 question 'I am paid fairly for my work')	69%	54%	+15%
Q9-8 My team leader/line manager/immediate supervisor provides me with feedback about my performance (matched to the 2013 question 'My immediate line manager gives me feedback that helps me improve my performance')	74%	60%	+14%
Q7-4 I feel proud to work for the University (matched to the 2013 question 'I am proud to work here')	79%	65%	+14%

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question	2015 Positive %	2013 Positive %	Difference (percentage points)
Q2-3 My work is varied and interesting to me (matched to the 2013 question 'My job is challenging and fulfilling')	85%	72%	+13%
Q7-6 I am confident the University Strategy will succeed	56%	44%	+12%
Q16-4 I am personally encouraged to look for ways to improve the way we do things (matched to the 2013 question 'I feel encouraged to come up with new and better ways of doing things')	69%	57%	+12%
Q9-7 My team leader/line manager/immediate supervisor gives me recognition for work done well (matched to the 2013 question 'My immediate line manager recognises quality work')	83%	72%	+11%
Q6-3 I am satisfied with the level of learning and development offered (matched to the 2013 question 'I am satisfied with my opportunities for growth and development')	63%	53%	+10%
Q4-1 I have a comfortable work space including temperature, lighting, etc (matched to the 2013 question 'How satisfied are you with your physical working conditions?')	72%	62%	+10%
Q8-4 The University's Leadership Team (ULT) listen to and respond to the views of staff (matched to the 2013 questions 'Senior management understands the issues faced at my level in the organisation', 'How satisfied are you with the information you receive from senior management on what's going on in the organisation?' average)	43%	33%	+10%
Q16-9 I feel there is good co-operation between different departments (matched to the 2013 question 'How satisfied are you with the degree of cooperation between your department and other departments?')	52%	42%	+10%
Q9-6 My team leader/line manager/immediate supervisor treats me fairly (matched to the 2013 question 'I am confident that my immediate line manager treats me fairly')	88%	80%	+8%
Q6-4 I have received sufficient training to enable me to do my job well (matched to the 2013 question 'I receive the training and development I need to do my job')	69%	61%	+8%
Q8-1 The University's Leadership Team (ULT) manage and lead the University well (matched to the 2013 question 'I am confident in the ability of senior management to make the decisions necessary to ensure the future success of the University')	51%	44%	+7%
Q17-2 I am actively seeking to leave the employment of the University (matched to the 2013 question 'If you have your own way, will you still be working for the University 12 months from now?')	79%	73%	+6%
Q2-5 My job makes good use of my skills and abilities	71%	66%	+5%
Q7-8 I understand how my work supports my Department/School's goals (matched to the 2013 question 'I understand how my work supports the school/service's goals')	85%	81%	+4%

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question	2015 Positive %	2013 Positive %	Difference (percentage points)
Q6-6 The University is doing a good job of retaining its most talented staff (matched to the 2013 question 'The University is doing what is necessary to keep its most talented employees')	26%	22%	+4%
Q7-15 Would you recommend the University to a friend as a place to work? (matched to the 2013 question 'I would recommend the University to others as a place to work')	65%	61%	+4%
Q14-6 Have you felt discriminated against at work in the last 12 months? * (matched to the 2013 question 'In the last 12 months I have not suffered any detriment because of my Age, Disability, Gender Reassignment, Marriage and Civil Partnership status, Pregnancy or Maternity status, Race, Religion and Belief (or none), Sex or Sexual Orientation at the University')	92%	89%	+3%

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[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART C – Areas of Strength

To identify the areas of strength in Edinburgh Napier University, all the agree/disagree questions are ranked according to the values assigned to each question. Values are assigned to each response i.e. Agree = 4; Tend to Agree = 3; Tend to Disagree = 2; Disagree = 1 (scores are reversed for negatively phrased questions). Values for each participant's response are added together to generate an overall question score. It is possible that two questions with the same aggregate percentage may have different question scores, so one may appear as an area of strength or improvement while the other does not.

Those questions generating the most positive values i.e. with a score above 3.00 are listed below.

Equality, diversity and fair treatment

Q14-5	The University respects people equally regardless of their sexual orientation	3.64
Q14-5	The University respects people equally regardless of their religion or beliefs	3.63
Q14-5	The University respects people equally regardless of their nationality/ethnicity	3.61
Q14-5	The University respects people equally regardless of their disability status	3.60
Q14-5	The University respects people equally regardless of their gender	3.57
Q14-4a	I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment	3.49
Q14-5	The University respects people equally regardless of their age	3.49
Q14-3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues	3.38
Q14-2	I am aware of the University's Diversity Policy	3.33
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	3.16
Q14-1	I believe the University is committed to equality of opportunity for all of its staff	3.09

Line management

Q9-3	My team leader/line manager/immediate supervisor is approachable	3.57
Q9-4	My team leader/line manager/immediate supervisor is supportive in a personal crisis	3.55
Q9-15	Overall, I feel my immediate line manager is doing a good a job	3.33
Q9-2	My team leader/line manager/immediate supervisor is available when needed	3.33
Q9-7	My team leader/line manager/immediate supervisor gives me recognition for work done well	3.29
Q9-1	My team leader/line manager/immediate supervisor ensures I have the skills to be able to do my job well	3.22
Q16-7	I am comfortable about providing feedback to my line manager	3.18
Q9-12	My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work	3.16
Q9-10	My team leader/line manager/immediate supervisor keeps me informed about things I should know about	3.15
Q1-2	My immediate manager helps me find a good work-life balance	3.07
Q9-13	My team leader/line manager/immediate supervisor has sufficient authority to make decisions	3.07
Q9-8	My team leader/line manager/immediate supervisor provides me with feedback about my performance	3.07
Q9-14	My team leader/line manager/immediate supervisor understands the technical aspects of my work	3.06

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Satisfaction at work

Q2-14	I'm not interested in the University; to me it's just a job*	3.54
Q2-2	Generally I enjoy my work	3.30
Q2-3	My work is varied and interesting to me	3.28
Q17-2	I am actively seeking to leave the employment of the University*	3.22
Q2-1	The University is a good place to work	3.15
Q2-4	My work gives me a sense of personal achievement	3.12
Q7-4	I feel proud to work for the University	3.08

Health, safety and work environment

Q4-5	I feel safe and secure in my working environment	3.51
Q4-2	I have a clean work space	3.33
Q4-3	I have the right equipment to do my job	3.27
Q11-3	I am satisfied that my personal safety is treated seriously at work	3.26

Role and responsibilities

Q3-4	I have a clear understanding about expected standards of behaviour	3.49
Q12-1	I can decide on my own how to go about doing my work	3.48
Q3-6	I am trusted to do my job	3.46
Q3-3	I have a clear understanding about expected standards of performance	3.24
Q3-1	I have a clear understanding about my role within the University	3.16
Q3-2	I have a clear understanding about what I am expected to achieve in my job	3.15

Feeling valued and supported

Q9-6	My team leader/line manager/immediate supervisor treats me fairly	3.45
Q9-5	My team leader/line manager/immediate supervisor respects and values me	3.43
Q12-3	I am satisfied with the support I get from my work colleagues	3.30
Q12-2	I am satisfied with the support I get from my immediate manager	3.27
Q2-11	I feel valued by my colleagues	3.15
Q2-12	I feel valued by students/other service users	3.12
Q2-9	I feel I belong to a team	3.09

Quality of service and University values

Q7-2	I feel my Department/School delivers good quality service to students/service users	3.30
Q7-12	My day to day behaviours reflect the University's values	3.29
Q7-8	I understand how my work supports my Department/School's goals	3.26
Q18-5	Generally, I understand the need for change	3.16
Q7-3	I could explain to someone who didn't work here, what the University is trying to achieve	3.14
Q7-10	I share the same values as the University	3.13
Q7-1	I feel the University delivers good quality service to students/service users	3.11
Q7-5	I understand the University's Strategy	3.11

*Questions that were worded negatively have had their scores reversed.

Involving and informing staff

Q7-14	Overall my engagement with the University is good	3.16
Q15-1	I receive information in a timely way from the University	3.12
Q15-2	I receive information in a timely way from the senior team	3.04
Q8-2	The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed	3.03
Q15-3	I receive information in a timely way from my local area	3.03
Q15-4	The information I receive is straightforward and I understand it	3.02

Employee Assistance Programme

Q11-4	I am aware of the independent staff counselling services available through the Employee Assistance Programme	3.09
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PART D – Areas for Improvement

To identify the areas for improvement in Edinburgh Napier University, all the agree/disagree questions are ranked according to the values assigned to each question. Values are assigned to each response i.e. Agree = 4; Tend to Agree = 3; Tend to Disagree = 2; Disagree = 1 (scores are reversed for negatively phrased questions). Values for each participant's response are added together to generate an overall question score. It is possible that two questions with the same aggregate percentage may have different question scores, so one may appear as an area of strength or improvement while the other does not.

Those questions generating the most negative values i.e. with a score below 2.50 are listed below.

Retaining and developing staff

Q6-6	The University is doing a good job of retaining its most talented staff	1.90
Q6-5	There are opportunities for career progression for me at the University	2.06

Workload and bureaucracy

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*	1.94
Q3-11	I often worry about work outside my working hours*	2.18
Q3-14	I feel that too many approvals are needed for routine decisions*	2.26
Q12-7	I am required to do unimportant tasks which prevent me completing more important ones*	2.41
Q3-15	I feel priorities are changed too frequently for me to work efficiently*	2.49

Change management

Q18-9	Generally, more could be done to help staff prepare for and cope with change*	1.99
Q18-2	In my opinion recent changes have been well planned	2.26
Q18-7	Generally, change within the University is managed well	2.37
Q18-3	In my opinion recent changes have been well explained	2.40
Q18-4	Generally, I feel part of the changes	2.46
Q18-8	Generally, the process of change causes me concern and worry*	2.47

Recognition and reward

Q10-5	My team is consistently recognised when we exceed expectations	2.12
Q10-4	The University has a flexible approach to recognition and reward	2.25

Social and rest space

Q4-7	I have a place I can go for rest at work	2.19
Q4-8	I feel the social space is adequate	2.27

Communication and co-operation

Q15-9	On the whole, the different parts of the University communicate effectively with each other	2.37
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Feeling valued by the university

Q2-10	I feel valued by the University	2.39
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Senior Management

Q8-4	The University's Leadership Team (ULT) listen to and respond to the views of staff	2.43
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*Questions that were worded negatively have had their scores reversed.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART E – 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 this 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. **Positive:** The total percentage of positive responses that were received for the question in 2015. Where a question is positively phrased the 'Positive' heading shows the total of 'Agree/Tend to agree' or 'Yes' responses. For negatively worded questions, where a low degree of agreement is better, this 'positive %' is the combined percentage answering 'Disagree' or 'Tend to disagree', or 'No' etc.

Question Block 1: Work-Life Balance

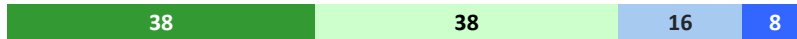
Q1-1 The University provides good support to help me balance my work and personal commitments

Total Responses 1036
Positive 68 %



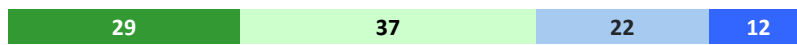
Q1-2 My immediate manager helps me find a good work-life balance

Total Responses 1038
Positive 76 %



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

Total Responses 1045
Positive 66 %

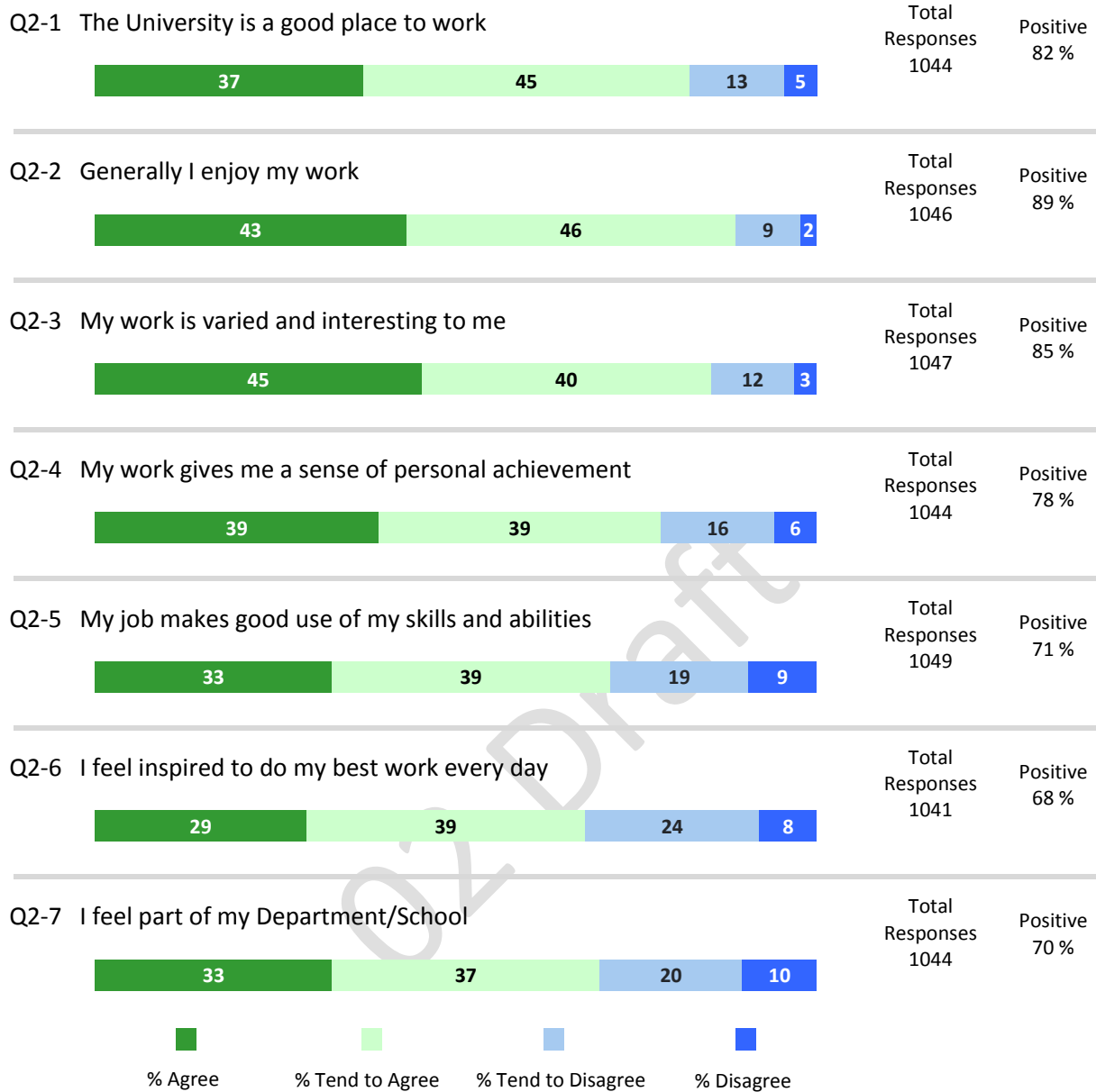


% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

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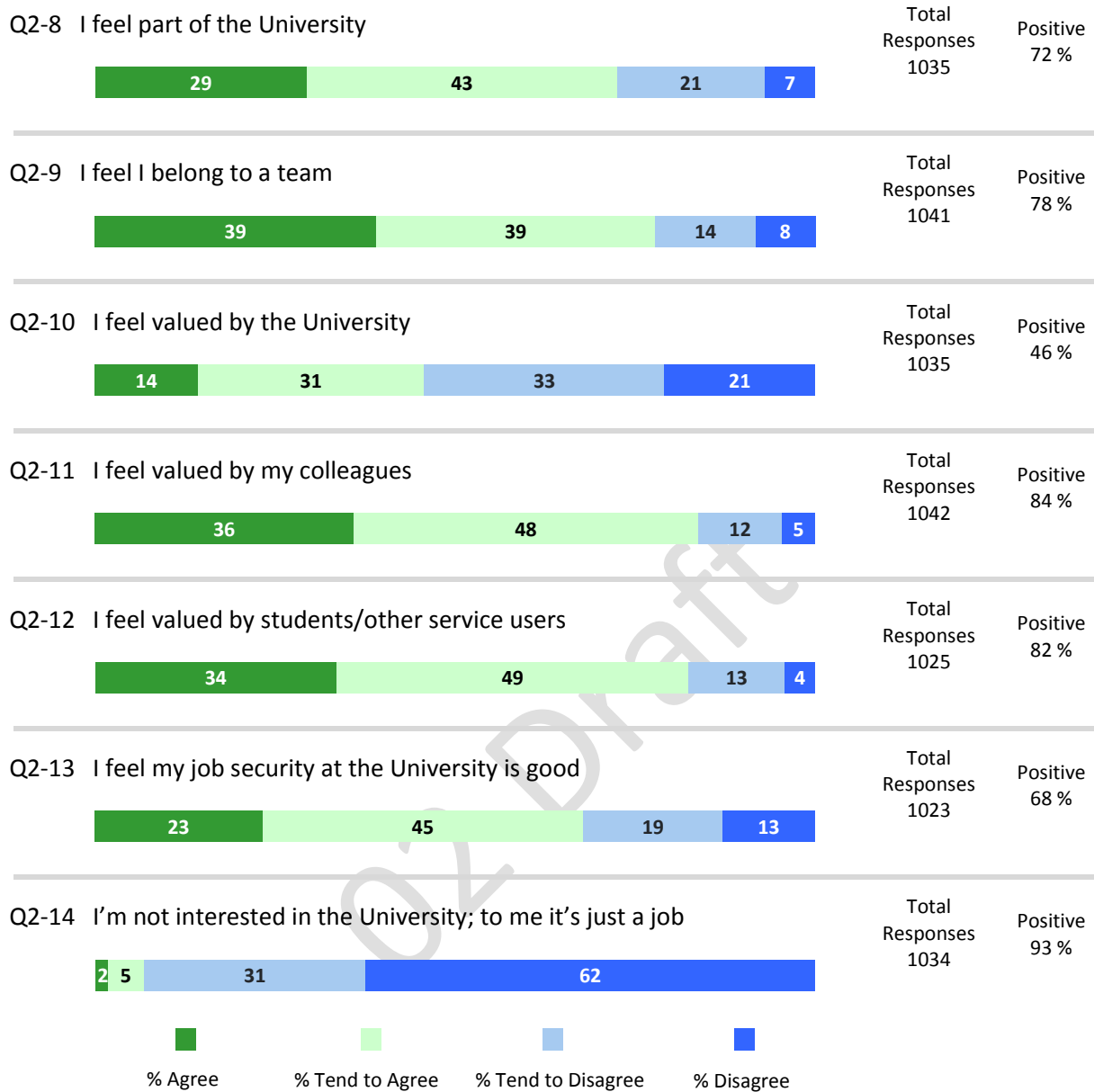
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 2: Job Satisfaction



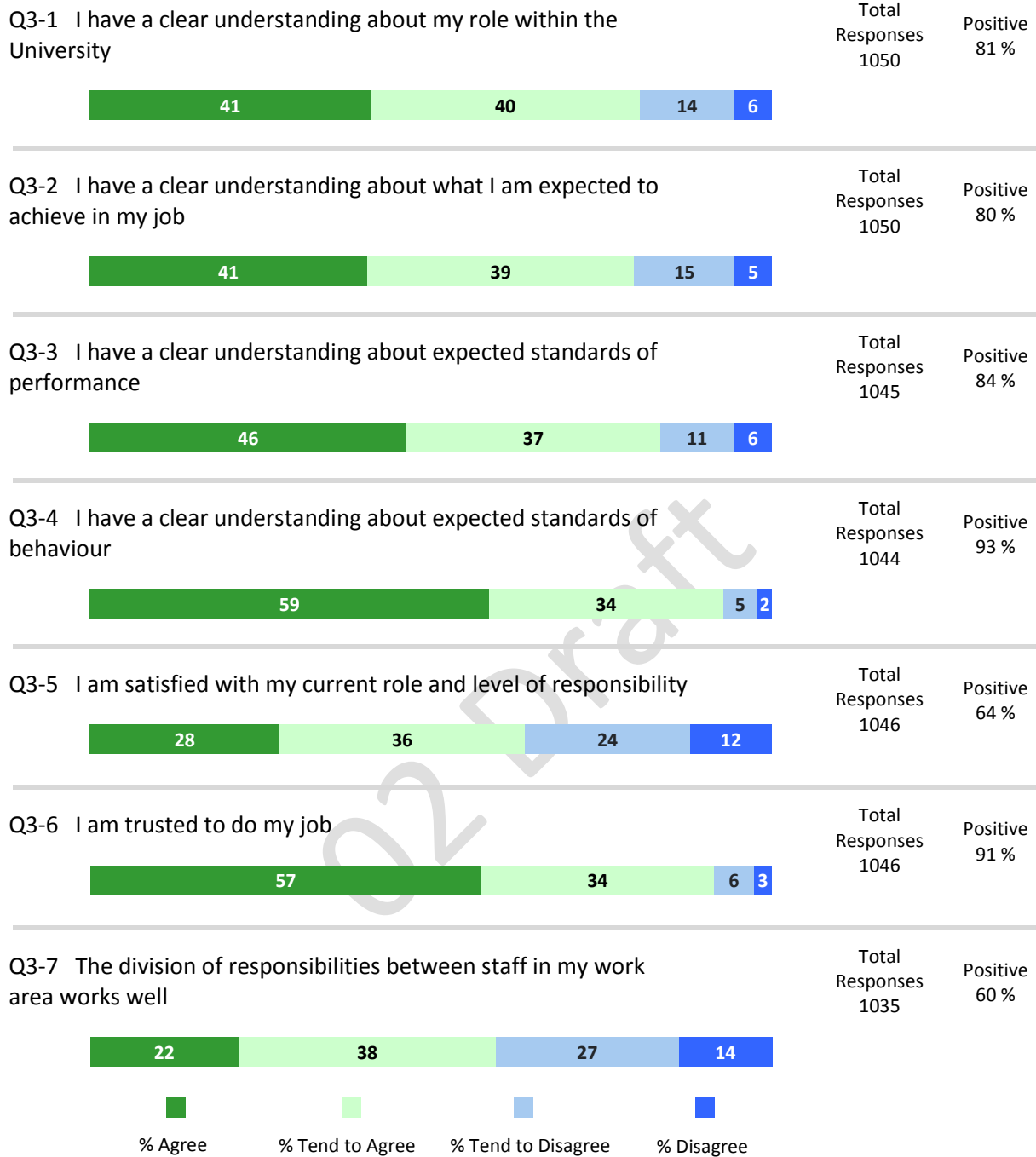
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 2: Job Satisfaction



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 3: Your Role



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 3: Your Role

Q3-8 I have enough freedom to do what is necessary to put students/service users first every time	Total Responses 1030	Positive 71 %
Q3-9 People are willing to help each other even if it means doing something outside their usual activities	Total Responses 1037	Positive 75 %
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 1034	Positive 28 %
Q3-11 I often worry about work outside my working hours	Total Responses 1041	Positive 38 %
Q3-12 I find my current workload too much and I am struggling to cope	Total Responses 1030	Positive 60 %
Q3-13 I have adequate resources to complete my work	Total Responses 1037	Positive 59 %
Q3-14 I feel that too many approvals are needed for routine decisions	Total Responses 1035	Positive 41 %
Q3-15 I feel priorities are changed too frequently for me to work efficiently	Total Responses 1025	Positive 54 %

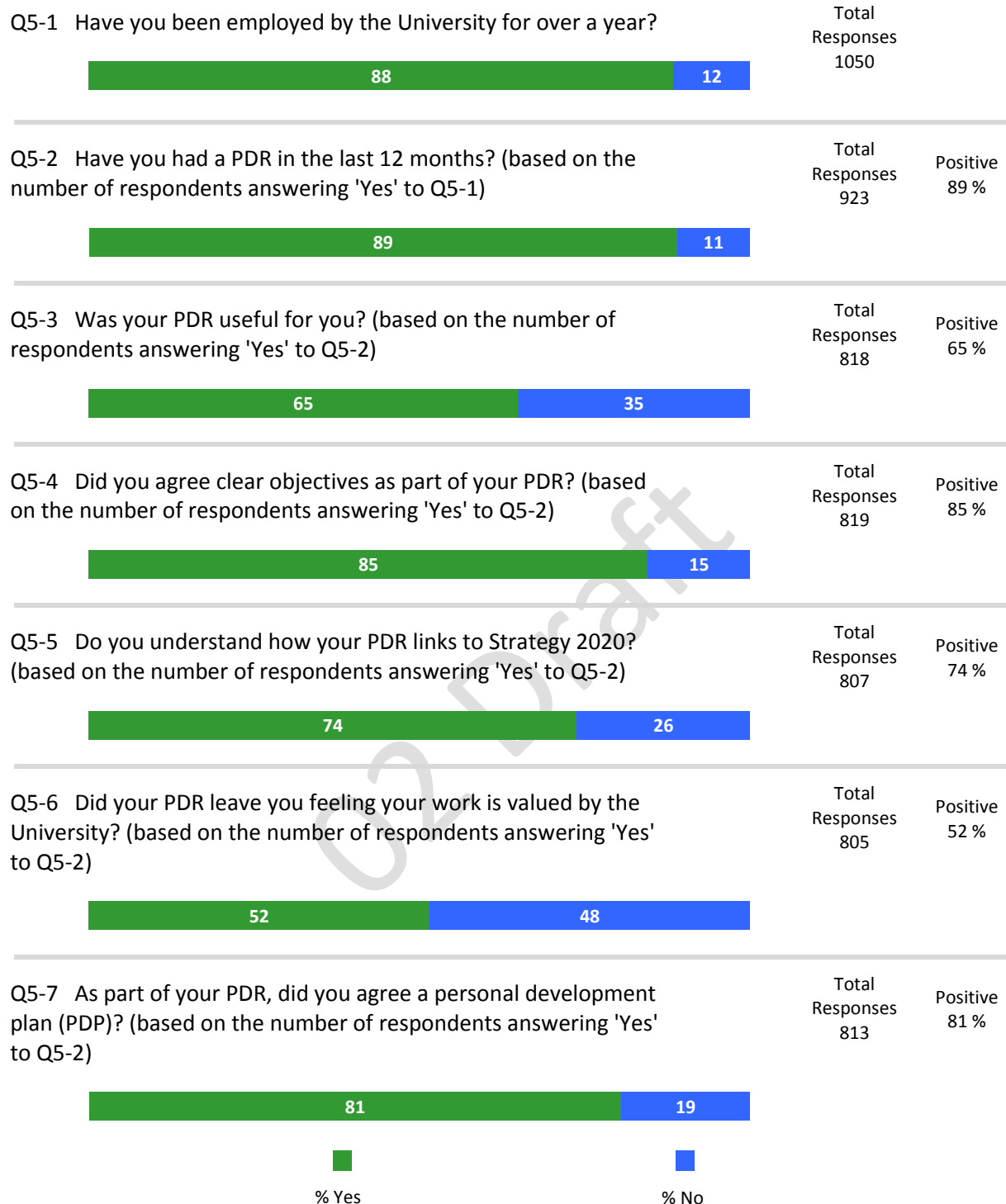
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 4: Physical Environment



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 5: Professional Development Review (PDR)



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 5: Professional Development Review (PDR)

Q5-8 Have you received the training, learning and development identified in the plan? (based on the number of respondents answering 'Yes' to Q5-7)

Total Responses 648
Positive 39 %



Q5-9 Has your line manager supported you in accessing the training, learning and development? (based on the number of respondents answering 'Yes' to Q5-7)

Total Responses 647
Positive 64 %



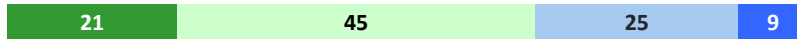
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[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 6: Learning and Development

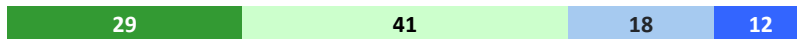
Q6-1 Overall learning and development has helped me to do my job more effectively

Total Responses 1031
Positive 66 %



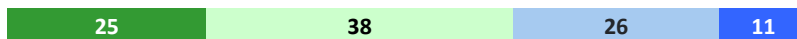
Q6-2 I feel that I am given the same opportunities to develop as other staff

Total Responses 1031
Positive 70 %



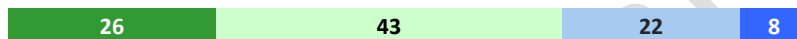
Q6-3 I am satisfied with the level of learning and development offered

Total Responses 1025
Positive 63 %



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

Total Responses 1031
Positive 69 %



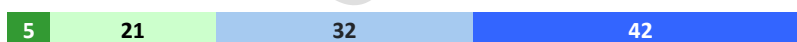
Q6-5 There are opportunities for career progression for me at the University

Total Responses 1027
Positive 32 %



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

Total Responses 1002
Positive 26 %



% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

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 1048
Positive 69 %



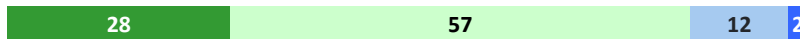
% Yes
 % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 7: Culture and Values

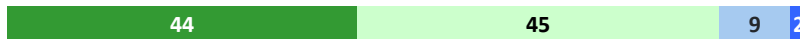
Q7-1 I feel the University delivers good quality service to students/service users

Total Responses 1028
Positive 85 %



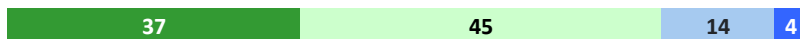
Q7-2 I feel my Department/School delivers good quality service to students/service users

Total Responses 1031
Positive 89 %



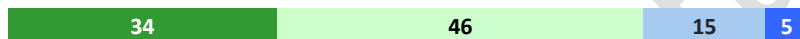
Q7-3 I could explain to someone who didn't work here, what the University is trying to achieve

Total Responses 1035
Positive 82 %



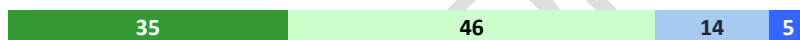
Q7-4 I feel proud to work for the University

Total Responses 1026
Positive 79 %



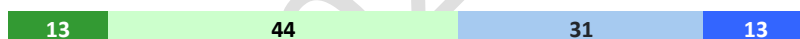
Q7-5 I understand the University's Strategy

Total Responses 1032
Positive 81 %



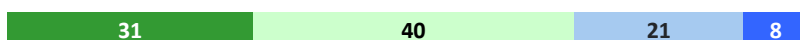
Q7-6 I am confident the University Strategy will succeed

Total Responses 993
Positive 56 %



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

Total Responses 1034
Positive 71 %



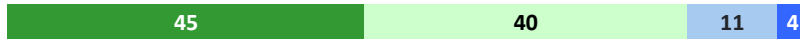
■ % Agree
 ■ % Tend to Agree
 ■ % Tend to Disagree
 ■ % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 7: Culture and Values

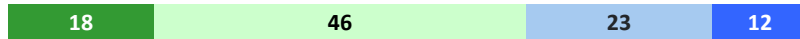
Q7-8 I understand how my work supports my Department/School's goals

Total Responses 1033
Positive 85 %



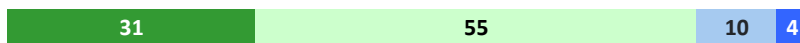
Q7-9 In the University, people treat one another with trust and mutual respect

Total Responses 1030
Positive 65 %



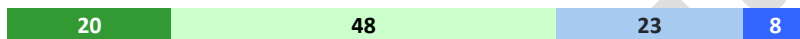
Q7-10 I share the same values as the University

Total Responses 981
Positive 86 %



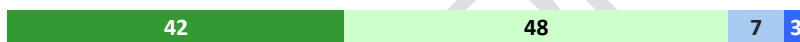
Q7-11 The University's values guide the way we operate and make decisions

Total Responses 981
Positive 69 %



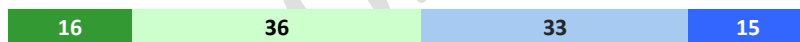
Q7-12 My day to day behaviours reflect the University's values

Total Responses 990
Positive 90 %



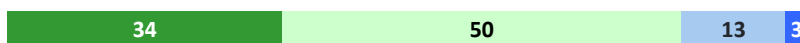
Q7-13 We challenge behaviours which are not in line with the University's values

Total Responses 974
Positive 52 %



Q7-14 Overall my engagement with the University is good

Total Responses 1014
Positive 84 %



■ % Agree
 ■ % Tend to Agree
 ■ % Tend to Disagree
 ■ % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 7: Culture and Values

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

Total Responses 1045
Positive 65 %



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

Total Responses 1044
Positive 69 %



■ % Yes
 ■ % No
 ■ % Don't Know

02 Draft

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 8: Leadership

Q8-1 The University's Leadership Team (ULT) manage and lead the University well	Total Responses 1024	Positive 51 %
Q8-2 The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed	Total Responses 1026	Positive 72 %
Q8-3 The University's Leadership Team (ULT) support new ideas for improving services for students/service users	Total Responses 1016	Positive 56 %
Q8-4 The University's Leadership Team (ULT) listen to and respond to the views of staff	Total Responses 1021	Positive 43 %
Q8-5 The University's Leadership Team (ULT) are focused on meeting the needs of students/service users	Total Responses 1023	Positive 67 %
Q8-6 The University's Leadership Team (ULT) build strong, positive relationships with the community	Total Responses 1015	Positive 44 %
Q8-7 The University's Leadership Team (ULT) build strong, co-operative links with other organisations	Total Responses 1016	Positive 52 %
Q8-8 We are led by our academic principles	Total Responses 1023	Positive 51 %

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 9: My Manager/Supervisor

Question	Total Responses	Positive %
Q9-1 My team leader/line manager/immediate supervisor ensures I have the skills to be able to do my job well	1037	83 %
Q9-2 My team leader/line manager/immediate supervisor is available when needed	1044	86 %
Q9-3 My team leader/line manager/immediate supervisor is approachable	1043	93 %
Q9-4 My team leader/line manager/immediate supervisor is supportive in a personal crisis	1022	92 %
Q9-5 My team leader/line manager/immediate supervisor respects and values me	1029	87 %
Q9-6 My team leader/line manager/immediate supervisor treats me fairly	1035	88 %
Q9-7 My team leader/line manager/immediate supervisor gives me recognition for work done well	1027	83 %
Q9-8 My team leader/line manager/immediate supervisor provides me with feedback about my performance	1028	74 %

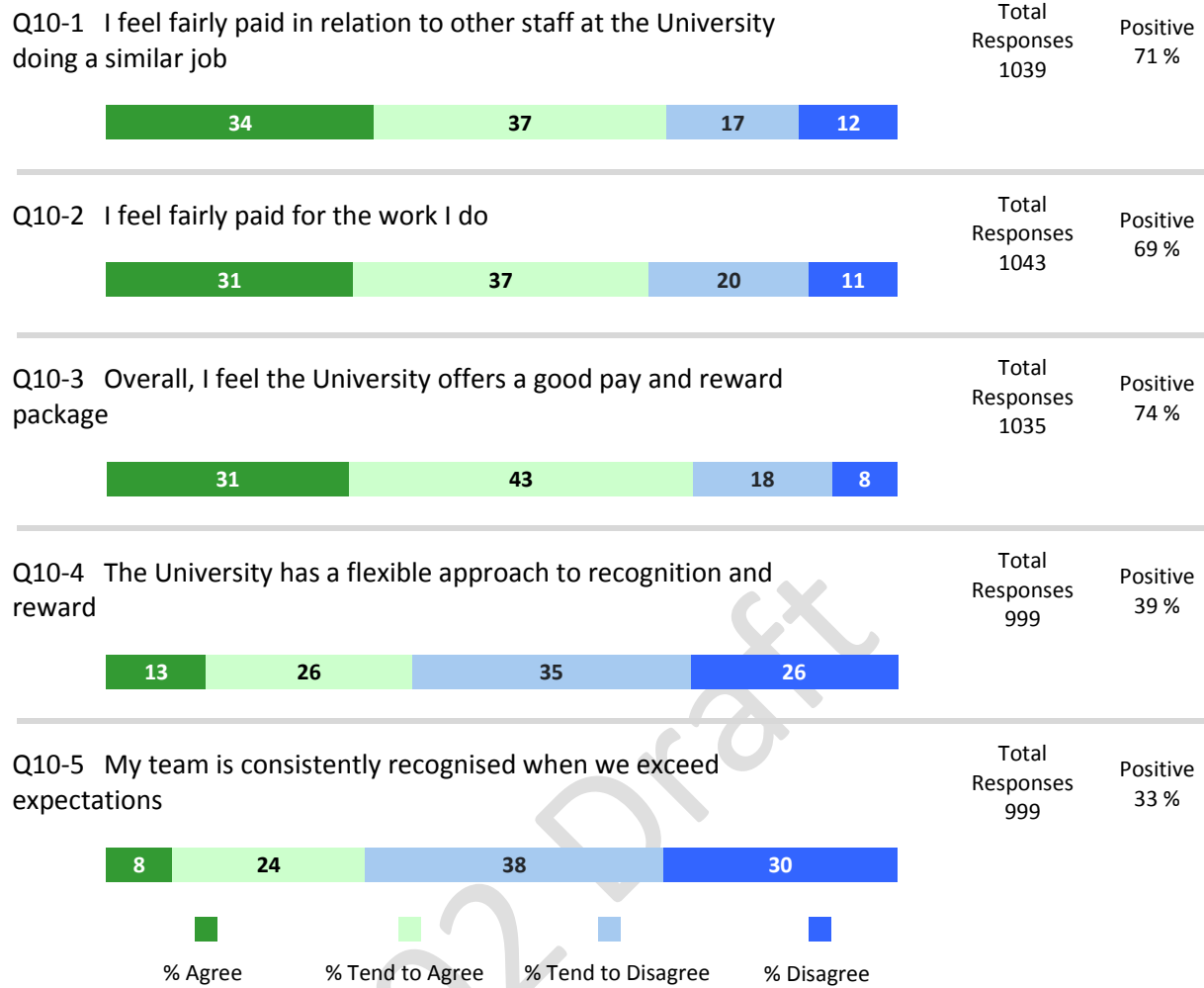
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 9: My Manager/Supervisor

Q9-9 My team leader/line manager/immediate supervisor helps to motivate me to give my best	Total Responses 1009	Positive 70 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>38</td> </tr> <tr> <td>% Tend to Agree</td> <td>32</td> </tr> <tr> <td>% Tend to Disagree</td> <td>20</td> </tr> <tr> <td>% Disagree</td> <td>10</td> </tr> </tbody> </table>			Response	Percentage	% Agree	38	% Tend to Agree	32	% Tend to Disagree	20	% Disagree	10
Response	Percentage											
% Agree	38											
% Tend to Agree	32											
% Tend to Disagree	20											
% Disagree	10											
Q9-10 My team leader/line manager/immediate supervisor keeps me informed about things I should know about	Total Responses 1029	Positive 78 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>44</td> </tr> <tr> <td>% Tend to Agree</td> <td>34</td> </tr> <tr> <td>% Tend to Disagree</td> <td>15</td> </tr> <tr> <td>% Disagree</td> <td>7</td> </tr> </tbody> </table>			Response	Percentage	% Agree	44	% Tend to Agree	34	% Tend to Disagree	15	% Disagree	7
Response	Percentage											
% Agree	44											
% Tend to Agree	34											
% Tend to Disagree	15											
% Disagree	7											
Q9-11 My team leader/line manager/immediate supervisor deals with poor performance effectively	Total Responses 977	Positive 64 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>28</td> </tr> <tr> <td>% Tend to Agree</td> <td>36</td> </tr> <tr> <td>% Tend to Disagree</td> <td>20</td> </tr> <tr> <td>% Disagree</td> <td>16</td> </tr> </tbody> </table>			Response	Percentage	% Agree	28	% Tend to Agree	36	% Tend to Disagree	20	% Disagree	16
Response	Percentage											
% Agree	28											
% Tend to Agree	36											
% Tend to Disagree	20											
% Disagree	16											
Q9-12 My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work	Total Responses 1023	Positive 80 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>45</td> </tr> <tr> <td>% Tend to Agree</td> <td>35</td> </tr> <tr> <td>% Tend to Disagree</td> <td>12</td> </tr> <tr> <td>% Disagree</td> <td>8</td> </tr> </tbody> </table>			Response	Percentage	% Agree	45	% Tend to Agree	35	% Tend to Disagree	12	% Disagree	8
Response	Percentage											
% Agree	45											
% Tend to Agree	35											
% Tend to Disagree	12											
% Disagree	8											
Q9-13 My team leader/line manager/immediate supervisor has sufficient authority to make decisions	Total Responses 1025	Positive 75 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>41</td> </tr> <tr> <td>% Tend to Agree</td> <td>34</td> </tr> <tr> <td>% Tend to Disagree</td> <td>16</td> </tr> <tr> <td>% Disagree</td> <td>9</td> </tr> </tbody> </table>			Response	Percentage	% Agree	41	% Tend to Agree	34	% Tend to Disagree	16	% Disagree	9
Response	Percentage											
% Agree	41											
% Tend to Agree	34											
% Tend to Disagree	16											
% Disagree	9											
Q9-14 My team leader/line manager/immediate supervisor understands the technical aspects of my work	Total Responses 1030	Positive 74 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>42</td> </tr> <tr> <td>% Tend to Agree</td> <td>32</td> </tr> <tr> <td>% Tend to Disagree</td> <td>16</td> </tr> <tr> <td>% Disagree</td> <td>10</td> </tr> </tbody> </table>			Response	Percentage	% Agree	42	% Tend to Agree	32	% Tend to Disagree	16	% Disagree	10
Response	Percentage											
% Agree	42											
% Tend to Agree	32											
% Tend to Disagree	16											
% Disagree	10											
Q9-15 Overall, I feel my immediate line manager is doing a good a job	Total Responses 1024	Positive 84 %										
<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>% Agree</td> <td>55</td> </tr> <tr> <td>% Tend to Agree</td> <td>29</td> </tr> <tr> <td>% Tend to Disagree</td> <td>11</td> </tr> <tr> <td>% Disagree</td> <td>6</td> </tr> </tbody> </table>			Response	Percentage	% Agree	55	% Tend to Agree	29	% Tend to Disagree	11	% Disagree	6
Response	Percentage											
% Agree	55											
% Tend to Agree	29											
% Tend to Disagree	11											
% Disagree	6											

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 10: Pay and Conditions

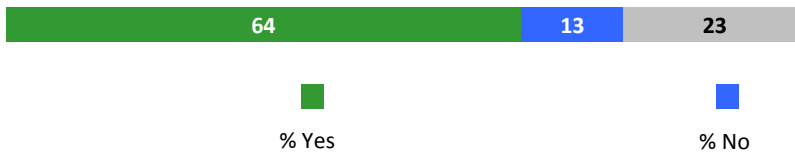


[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 11: Health, Safety and Wellbeing

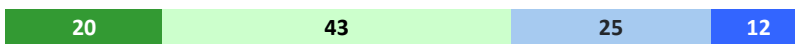
Q11-1 Do you know how to report accidents and incidents?

Total Responses 1055
Positive 64 %



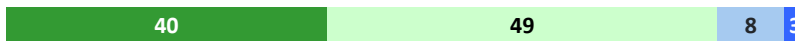
Q11-2 I feel the University is interested in my wellbeing

Total Responses 1030
Positive 63 %



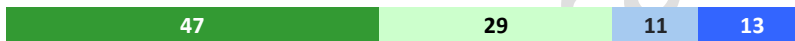
Q11-3 I am satisfied that my personal safety is treated seriously at work

Total Responses 1037
Positive 89 %



Q11-4 I am aware of the independent staff counselling services available through the Employee Assistance Programme

Total Responses 1032
Positive 76 %



Q11-5 I would recommend the independent staff counselling services to others

Total Responses 838
Positive 71 %



% Agree % Tend to Agree % Tend to Disagree % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 12: Your Work Experience

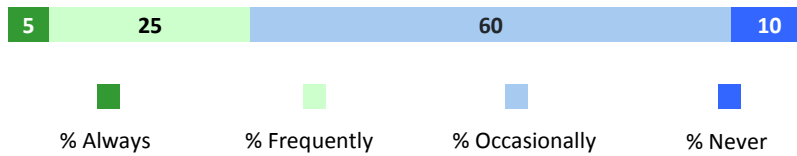


[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 12: Your Work Experience

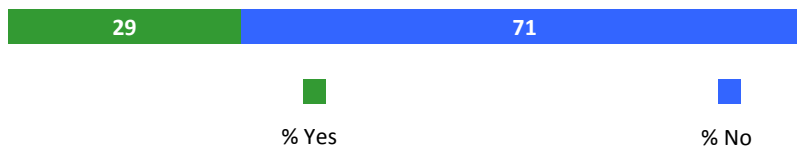
Q12-9 I feel stressed at work

Total Responses 1050
Positive 10 %



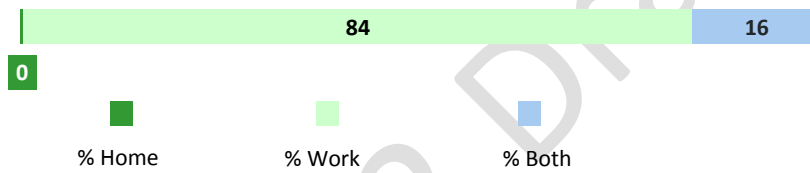
Q12-10 Overall, I feel unduly stressed at work (based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to Q12-9)

Total Responses 918
Positive 71 %



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

Total Responses 268



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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? Conflict with colleagues/team members (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 73 %



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

Total Responses 267
Positive 66 %



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

Total Responses 267
Positive 79 %



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

Total Responses 267
Positive 75 %



Q12-12 If your stress is related to work or both, what do you feel this is due to? Insufficient resources (other than staff) (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 66 %



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

Total Responses 267
Positive 37 %



■ % Yes
 ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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? Insufficient training/development (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 81 %



Q12-12 If your stress is related to work or both, what do you feel this is due to? Lack of autonomy/independence i.e. personal freedom to make decisions (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 72 %



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

Total Responses 267
Positive 78 %



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

Total Responses 267
Positive 75 %



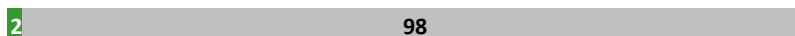
Q12-12 If your stress is related to work or both, what do you feel this is due to? Organisational change (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 44 %



Q12-12 If your stress is related to work or both, what do you feel this is due to? Too much autonomy/independence (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 98 %



■ % Yes
 ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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? Unclear role (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses 267
Positive 72 %



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

Total Responses 267
Positive 84 %



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

Total Responses 267
Positive 23 %



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

Total Responses 267
Positive 31 %



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

Total Responses 267
Positive 85 %



% Yes % No

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

Total Responses 264
Positive 75 %



% Yes % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 12: Your Work Experience

Q12-14 If not, why was this? Concerns about confidentiality (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 67 %



Q12-14 If not, why was this? Concerns about being labelled as a troublemaker (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 72 %



Q12-14 If not, why was this? Nothing would happen (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 49 %



Q12-14 If not, why was this? Possible victimisation (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 87 %



Q12-14 If not, why was this? Time required to report (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 88 %



Q12-14 If not, why was this? Unaware of procedures (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 93 %



Q12-14 If not, why was this? Other, please specify (based on the number of respondents answering 'No' to Q12-13)

Total Responses 67
Positive 75 %



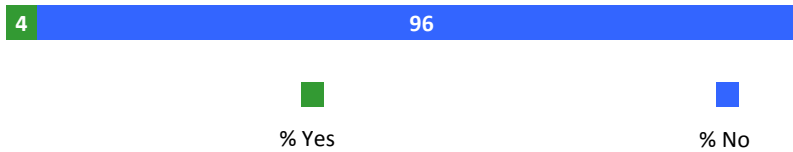
■ % Yes ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 13: Harassment and Bullying

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

Total Responses
1035
Positive
96 %



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

Total Responses
41
Positive
34 %



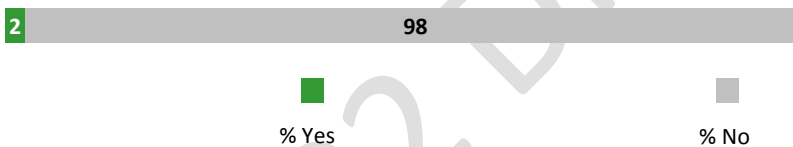
Q13-2 If yes, who is the source? Manager (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses
41
Positive
59 %



Q13-2 If yes, who is the source? Staff from other organisations, visitors etc. (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses
41
Positive
98 %



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 13: Harassment and Bullying

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

Total Responses 41
Positive 68 %



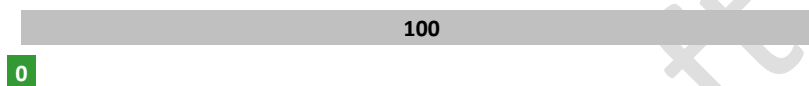
Q13-3 What form does this harassment and bullying take?
Hostility (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 59 %



Q13-3 What form does this harassment and bullying take?
Inappropriate physical contact (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 100 %



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

Total Responses 41
Positive 88 %



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

Total Responses 41
Positive 44 %



Q13-3 What form does this harassment and bullying take?
Selective application of rules (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 61 %



■ % Yes ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 13: Harassment and Bullying

Q13-3 What form does this harassment and bullying take? Setting unrealistic deadlines (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 80 %



Q13-3 What form does this harassment and bullying take? Singled out for unfair treatment (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 73 %



Q13-3 What form does this harassment and bullying take? Threats about job security (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 85 %



Q13-3 What form does this harassment and bullying take? Unwelcome looks or remarks (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 66 %



Q13-3 What form does this harassment and bullying take? Other, please specify (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses 41
Positive 95 %



% Yes % No

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

Total Responses 38
Positive 50 %



% Yes % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 13: Harassment and Bullying

Q13-5 If not, why was this? Concerns about confidentiality (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 37 %



Q13-5 If not, why was this? Concerns about being labelled as a troublemaker (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 32 %



Q13-5 If not, why was this? Nothing would happen (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 42 %



Q13-5 If not, why was this? Possible victimisation (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 37 %



Q13-5 If not, why was this? Time required to report (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 84 %



Q13-5 If not, why was this? Unaware of procedures (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 74 %



Q13-5 If not, why was this? Other, please specify (based on the number of respondents answering 'No' to Q13-4)

Total Responses 19
Positive 95 %



% Yes

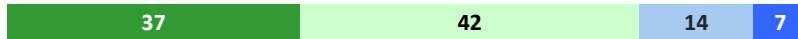
% No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 14: Diversity and Equality

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

Total Responses 1032
Positive 79 %



Q14-2 I am aware of the University's Diversity Policy

Total Responses 1030
Positive 87 %



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

Total Responses 1032
Positive 91 %



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 1003
Positive 93 %



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 992
Positive 79 %



% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 14: Diversity and Equality

Q14-5a The University respects people equally regardless of their gender Total Responses 1006 Positive 94 %



Q14-5b The University respects people equally regardless of their nationality/ethnicity Total Responses 1003 Positive 97 %



Q14-5c The University respects people equally regardless of their disability status Total Responses 993 Positive 97 %



Q14-5d The University respects people equally regardless of their age Total Responses 999 Positive 92 %



Q14-5e The University respects people equally regardless of their sexual orientation Total Responses 993 Positive 98 %



Q14-5f The University respects people equally regardless of their religion or beliefs Total Responses 987 Positive 98 %



■ % Agree
 ■ % Tend to Agree
 ■ % Tend to Disagree
 ■ % Disagree

Q14-6 Have you felt discriminated against at work in the last 12 months? Total Responses 1041 Positive 92 %



■ % Yes
 ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 14: Diversity and Equality

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

Total Responses 86
Positive 67 %



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

Total Responses 86
Positive 95 %



Q14-8 In the past 12 months I have felt discriminated against at work because of my: Disability/special needs (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 92 %



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

Total Responses 86
Positive 94 %



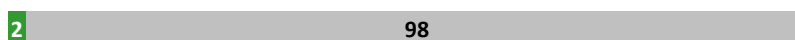
Q14-8 In the past 12 months I have felt discriminated against at work because of my: Gender (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 77 %



Q14-8 In the past 12 months I have felt discriminated against at work because of my: Marital/civil partnership status (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 98 %



■ % Yes
 ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 14: Diversity and Equality

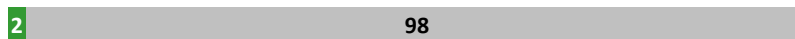
Q14-8 In the past 12 months I have felt discriminated against at work because of my: Part-time working (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 92 %



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

Total Responses 86
Positive 98 %



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

Total Responses 86
Positive 98 %



Q14-8 In the past 12 months I have felt discriminated against at work because of my: Role/level in the organisation (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 58 %



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

Total Responses 86
Positive 95 %



Q14-8 In the past 12 months I have felt discriminated against at work because of my: Other, please specify (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses 86
Positive 83 %



■ % Yes
 ■ % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

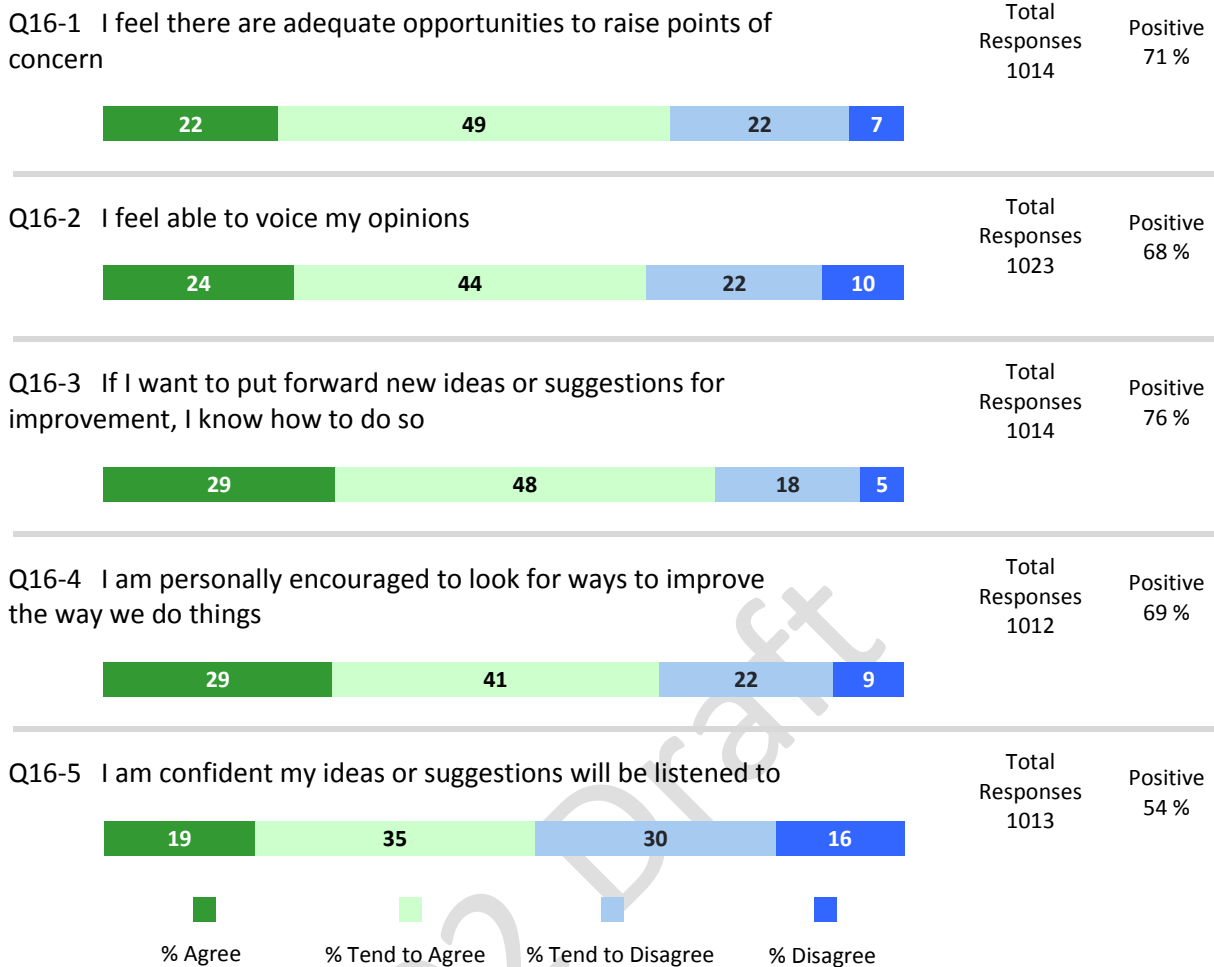
Question Block 15: Communication

Q15-1 I receive information in a timely way from the University		Total Responses 1025	Positive 85 %
Q15-2 I receive information in a timely way from the senior team		Total Responses 1010	Positive 79 %
Q15-3 I receive information in a timely way from my local area		Total Responses 1002	Positive 78 %
Q15-4 The information I receive is straightforward and I understand it		Total Responses 1026	Positive 80 %
Q15-5 There are opportunities for me to feed my views upwards in the University		Total Responses 1013	Positive 72 %
Q15-6 I know where to find information about important decisions made at the University		Total Responses 1017	Positive 71 %
Q15-7 On the whole, communication in the University is effective		Total Responses 1009	Positive 68 %
Q15-8 Communication between senior management and staff is effective		Total Responses 998	Positive 62 %
Q15-9 On the whole, the different parts of the University communicate effectively with each other		Total Responses 977	Positive 46 %

% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 16: Staff Involvement

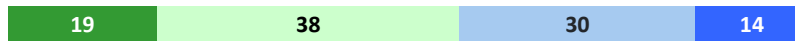


[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 16: Staff Involvement

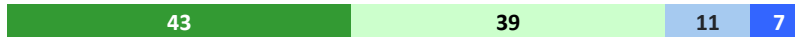
Q16-6 I am confident I will get feedback on my ideas or suggestions

Total Responses
998
Positive
56 %



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

Total Responses
1016
Positive
82 %



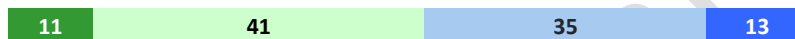
Q16-8 I feel there is good co-operation between teams in my department

Total Responses
1027
Positive
72 %



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

Total Responses
1006
Positive
52 %



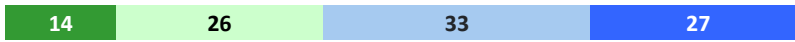
% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 17: Considering Leaving

Q17-1 I often think about leaving the University

Total Responses 1016
Positive 60 %



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

Total Responses 1002
Positive 79 %







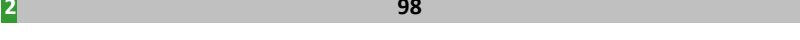




% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

02 Draft

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

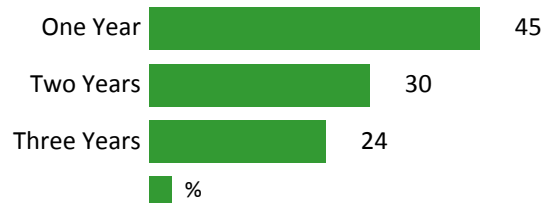
Question Block 17: Considering Leaving

Q17-3 If you are considering leaving your job, please indicate why this is Because I am unhappy with my current job	Total Responses 411	Positive 59 %
		
Q17-3 If you are considering leaving your job, please indicate why this is Family or personal reasons	Total Responses 411	Positive 90 %
		
Q17-3 If you are considering leaving your job, please indicate why this is Retirement	Total Responses 411	Positive 92 %
		
Q17-3 If you are considering leaving your job, please indicate why this is To change my career	Total Responses 411	Positive 91 %
		
Q17-3 If you are considering leaving your job, please indicate why this is To develop my career at another similar institution	Total Responses 411	Positive 55 %
		
Q17-3 If you are considering leaving your job, please indicate why this is To develop my career in the private/commercial sector	Total Responses 411	Positive 86 %
		
Q17-3 If you are considering leaving your job, please indicate why this is To pursue full-time studies	Total Responses 411	Positive 98 %
		
Q17-3 If you are considering leaving your job, please indicate why this is Other, please specify	Total Responses 411	Positive 80 %
		
		

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 17: Considering Leaving

Q17-4 I am considering leaving the University in the next...

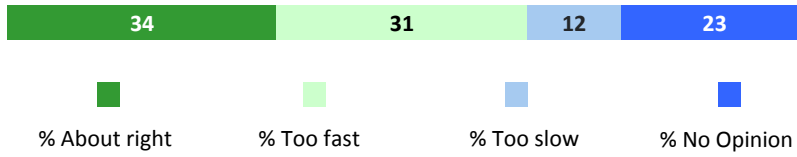


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Question Block 18: Managing Change

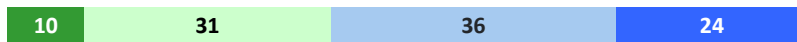
Q18-1 The current pace of change in the University is

Total Responses 1038
Positive 34 %



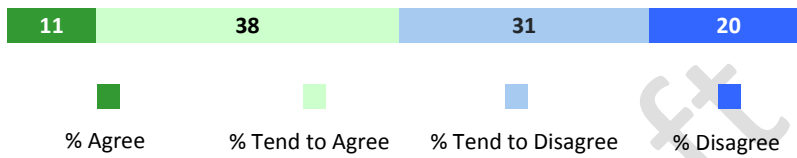
Q18-2 In my opinion recent changes have been well planned

Total Responses 985
Positive 40 %



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

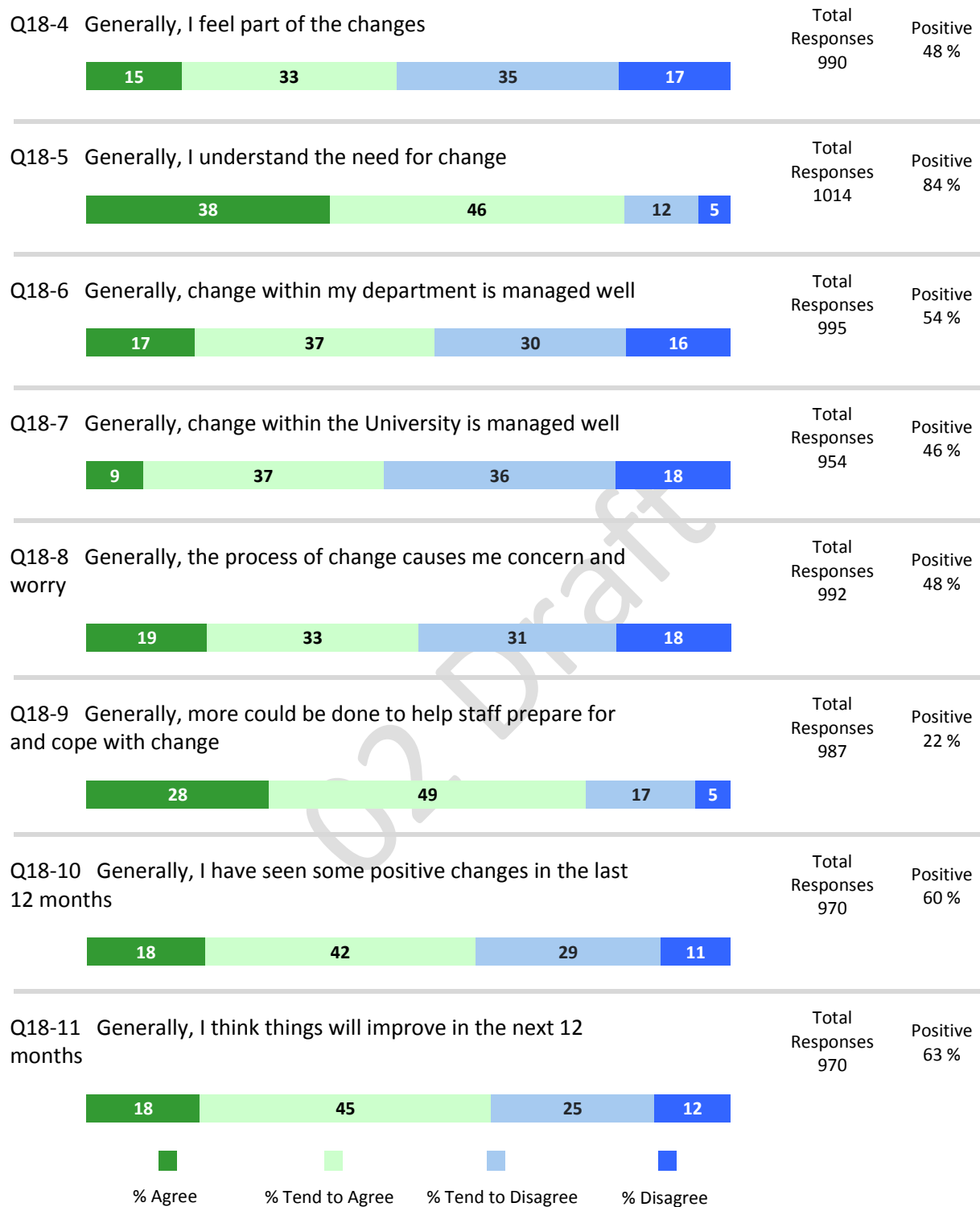
Total Responses 994
Positive 49 %



02 Draft

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

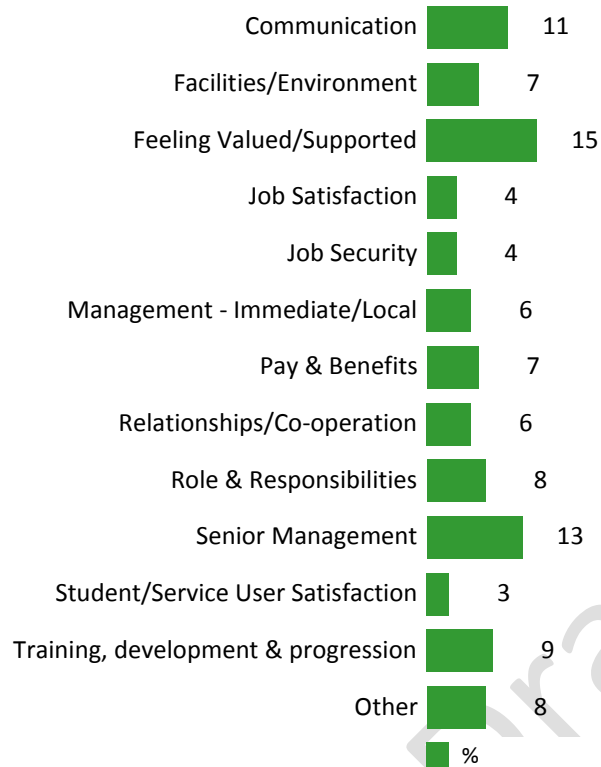
Question Block 18: Managing Change



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 19: Comments

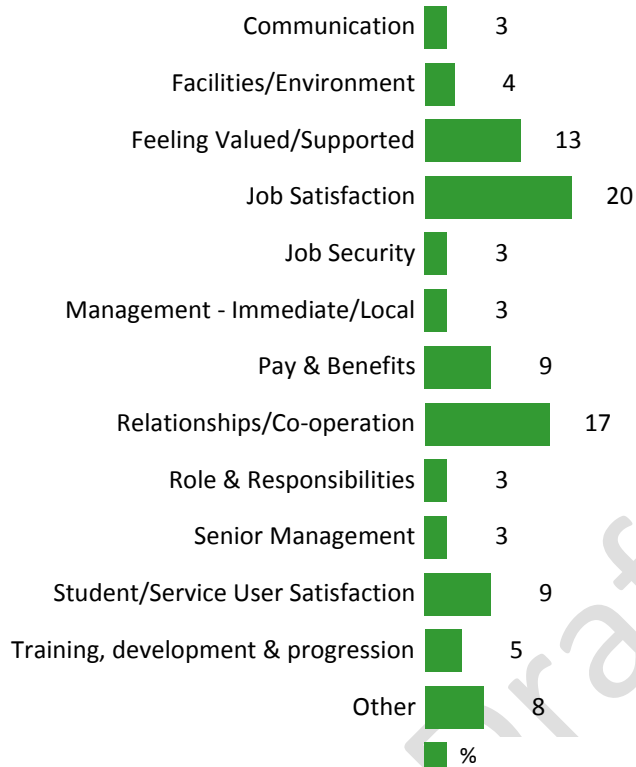
Q19-1 Please note below one thing that you feel could be improved at the University: What theme would you say your comment is related to?



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

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?



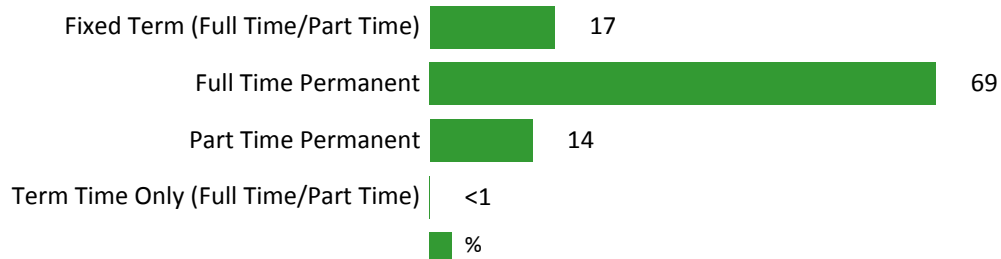
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 20: About You

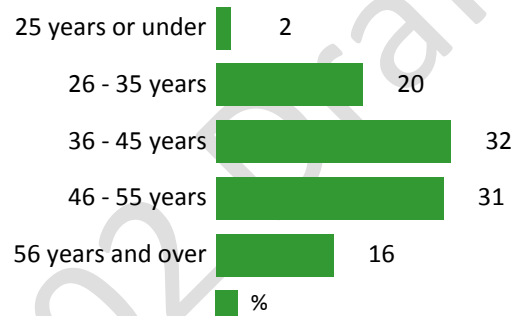
Q20-1 Are you:



Q20-2 Do you work at the University:

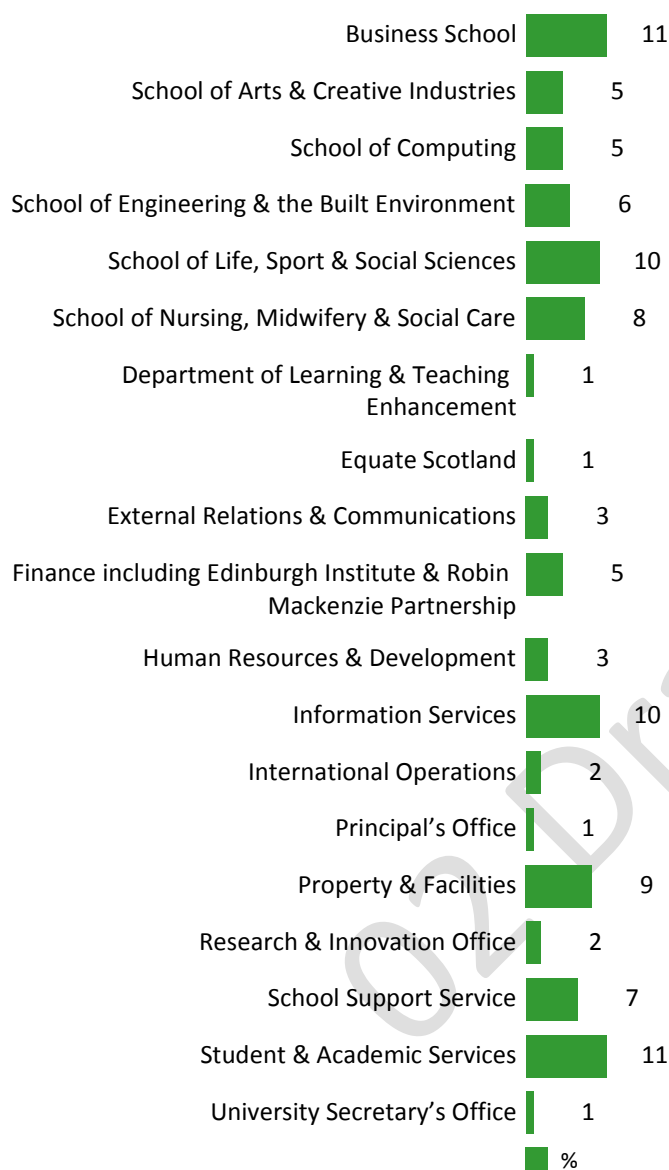


Q20-3 What is your age?

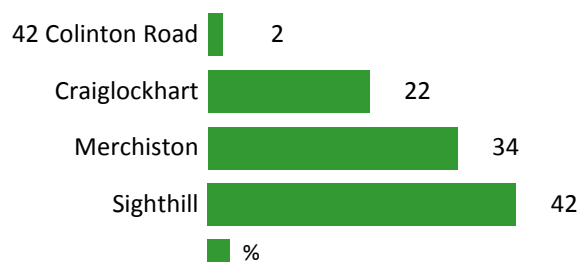


Question Block 20: About You

Q20-4 In which School or Department are you based?



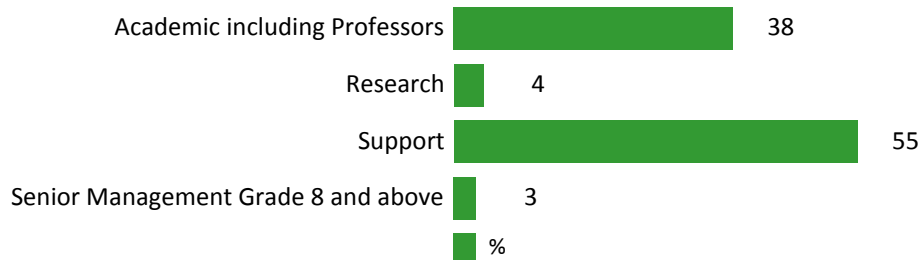
Q20-5 Which location do you work at?



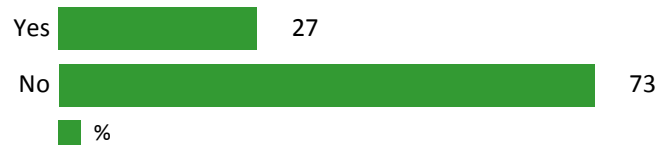
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 20: About You

Q20-6 What is your job/group role?



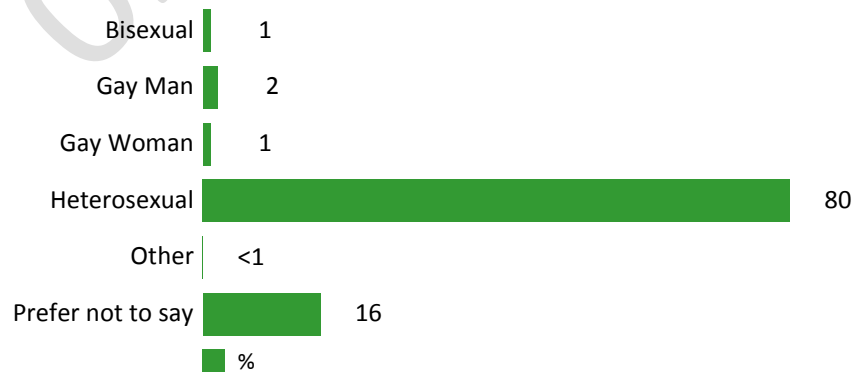
Q20-7 Do you have management responsibility for staff?



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



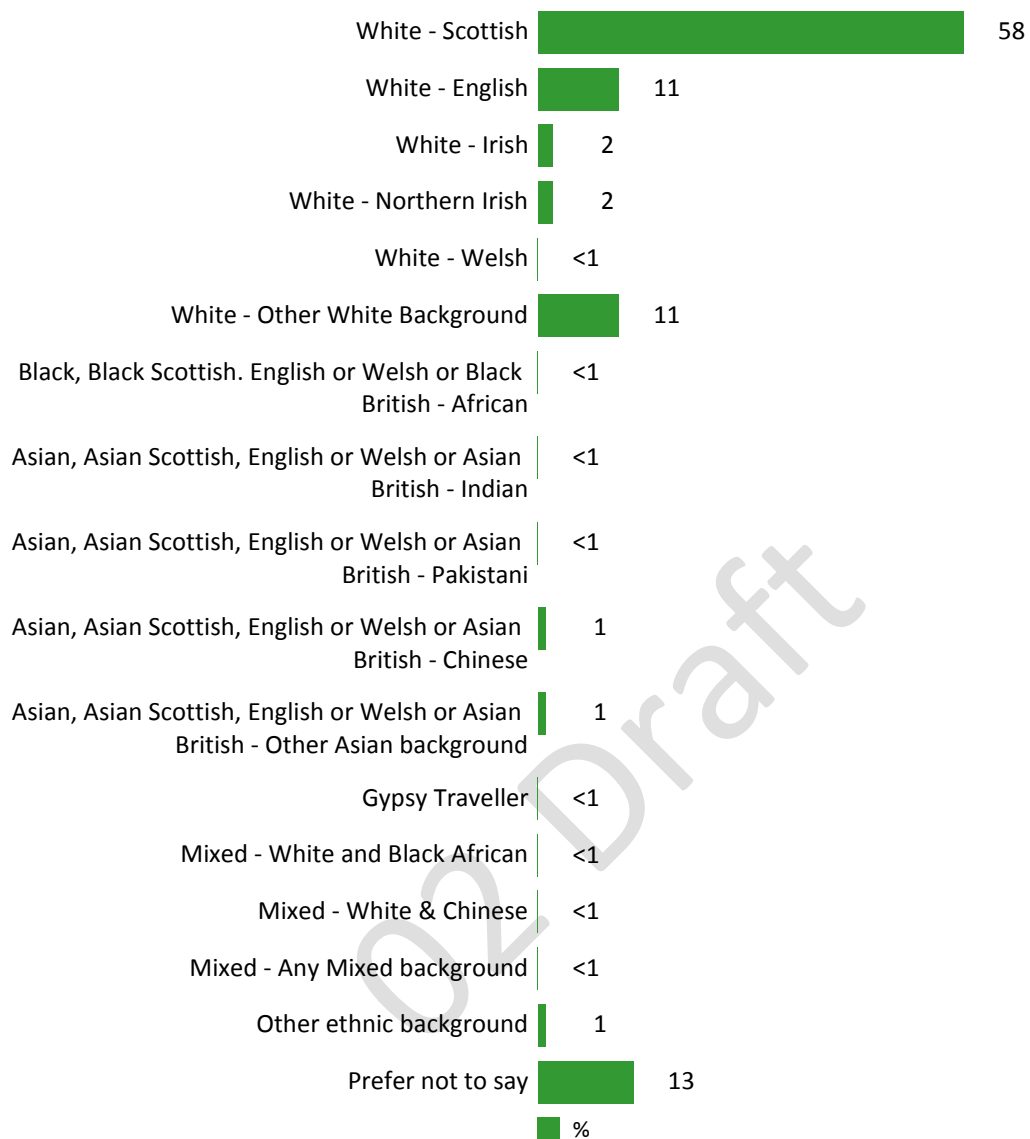
Q20-9 I would describe myself as:



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 20: About You

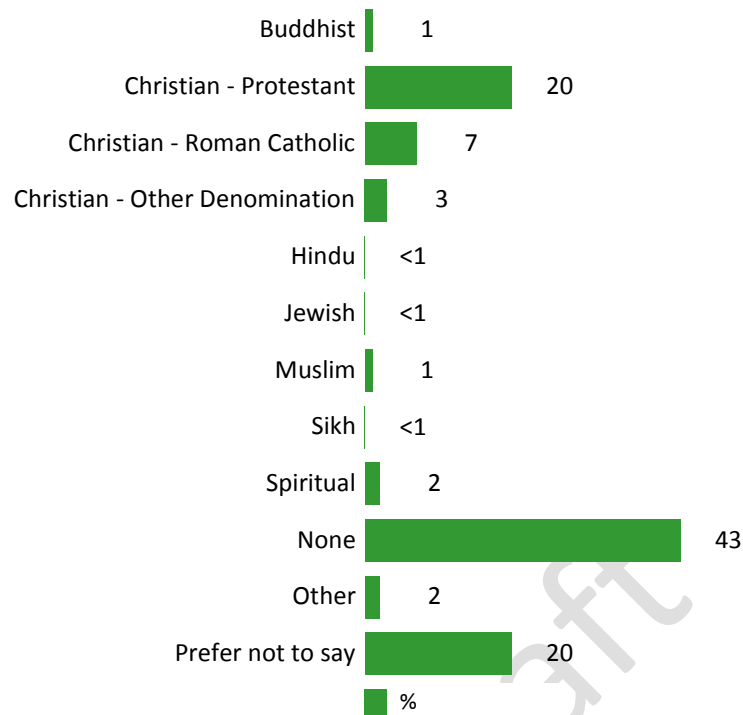
Q20-10 Please indicate which group best describes your ethnic origin or descent.



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question Block 20: About You

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



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]