CAPITA

The University of Manchester

University-Wide Report

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Draft

The University of Manchester

Staff Survey 2019

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The University of Manchester Internal Use Only

CAPITA

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The University of Manchester

Staff Survey 2019

Background

In March 2019, The University of Manchester launched its staff survey, to provide an opportunity for employees to feedback on their experiences in working for the University and to highlight issues they feel should be addressed in the future.

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

The survey was distributed on 4th March 2019 with a closure date of 8th April 2019. Capita Surveys and Research processed and validated 7,424 completed survey questionnaires from The University of Manchester employees: this gives a response rate of 69% based on the 10,814 staff invited to participate.

In addition, UMC staff received invitations to participate in the staff survey. UMC achieved 167 responses from 474 members of staff invited, equivalent to a 35% response rate. The results are reported separately from this report.

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Presentation of results

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

Part A. Executive Summary

A summary of some of the key findings from the survey results.

Part B. Participation

Survey response rates for The University of Manchester.

Part C. Employee Engagement and Organisation Climate

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

Part D. Ranking questions – most positive question perceptions

The most positive perceptions from the 2019 survey (i.e. those questions with a 'combined positive' response percentage of 75% or more) in ranked order which can be identified as areas of strength.

Part E. Ranking questions – least positive question perceptions

The least positive perceptions from the 2019 survey (i.e. those questions with a 'combined positive' response percentage of 50% or less) in ranked order which can be identified as areas for improvement.

Part F. Statistically significant differences in perceptions since 2017

A summary of the statistically significant differences in the question results between the 2019 and the 2017 staff surveys in chart format (ordered from most to least positive percentage point change and colour coded to highlight whether the change is a statistically significant difference).

Part G. Areas of strength and areas identified for improvement

All positive perceptions for the primary questions/statements in the 2019 survey, firstly in descending ranked order and also in questionnaire order by each section of the survey. All results are colour coded to help to identify areas of strength or opportunities for improvement.

Part H. Survey Results

A presentation of the survey results in chart format in questionnaire order. 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 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 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 The University of Manchester are within ± 1% (the confidence interval), for each question. The confidence interval guide for 2017 is ± 1%. This means when considering improvements and deteriorations between the years there would need to be a change of at least three percentage points in response for most questions.

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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 91%, however, by using raw figures we calculate the result more accurately to 91.5289% which is rounded up to 92%.

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	4289	2464	448	177	7,378	6,753
Percent of responses	58.1323%	33.3966%	6.0721%	2.3990%	100.0000%	91.5289% (this rounds up to 92%)
Rounds to	58%	33%	6%	2%	99%	91%

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Note

When calculating the percentage point differences between the 2017 and 2019 survey results, the whole numbers for each of the years, following the rounding of the raw figures, are used.

Part A. Executive Summary

The University of Manchester achieved a response rate of 69% (compared to previous rates of 72% in 2017, 70% in 2015 and 71% in 2013). The 2019 response rate is above the mean average response rate of 68% achieved by other higher education institutions (HEIs) surveyed by Capita in 2018 and 2019.

A response rate of 69% means the University has a robust set of results on which to make decisions and shows a high level of staff engagement.

The University aims to be an Employer of Choice that 'attracts the very best staff from across the world, with a culturally diverse workforce of which more than 80% express satisfaction with the University'.

Employer of Choice benchmarking

The 2019 survey results continue to show many positive headline results and the University's strengths contribute to a high level of staff engagement measured in the question *'The University is a good place to work'.* Some 92% of The University of Manchester employees agreeing it is, and this percentage is higher than the current benchmark median of 89% for Capita HEI clients (based on the 38 other HEIs surveyed by Surveys and Research in the last two years). The University achieved 93% agreement in 2017 which was higher the benchmark of 88% in 2017.

Capita Surveys and Research's Employer of Choice benchmarking uses a question 'score' as a more accurate measure than a cumulative percentage (i.e. combining 'Agree and Tend to Agree' percentages) and allows organisations to be ranked in their benchmark group. A question score takes into account the strength of the response as well as the number of employees responding to the question. The maximum score an organisation can achieve is 4.00, but an organisation achieving 3.00 or more is considered an Employer of Choice and generally indicates more than 75% of employees have a positive view of the organisation as a good place to work.

The Employer of Choice question score for The University of Manchester being a good place to work in 2019 is 3.47 which is lower than the 3.53 achieved by the University in 2017 but higher than the current median benchmark score of 3.36 for HEIs. In 2017, The University of Manchester ranked 3rd out of 49 HEIs with a score of 3.53. The University is currently ranked 7th out of 39 HEIs surveyed by Capita in the last two years. The best HEI score is currently 3.76 and the lowest score is 2.95.

Employee Engagement Measures

The survey included 17 employee engagement and organisation climate measures which are benchmarked against the Capita HEI benchmark group. The benchmarking shows that University staff perceptions are statistically significantly better than the benchmark for nine of these measures (there were ten in 2017); five of these are not considered statistically significantly different (six in 2017) and three show results which are statistically significantly worse than the benchmark (two in 2017)*.

The questions scoring worse than the benchmark scores concern staff having had an individual performance and development review or probation review in the last 12 months, staff saying their immediate line manager helps them find a good work-life balance, and staff saying that more could be done to help staff prepare and cope with change.

Of the 17 questions, ten of the 2019 question results have deteriorated when compared to the 2017 results, four have improved and three have the same percentage in 2019 as in the 2017 survey.

**Please note there were 18 questions used as employee engagement measures in 2017.*

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Overall comparisons between 2017 and 2019

When considering changes between the 2019 and the survey in 2017, the 2019 results for the whole of the University indicate there are six statistically significant improvements and 19 deteriorations, whilst 38 questions showed no changes or changes not considered to be statistically significant.

The most improved staff perceptions relate to staff taking part in any type of work-related learning or development; staff completing personal development objectives; staff awareness of their responsibilities and of zero tolerance to bullying and harassment campaigns; awareness of the University's Dignity at Work and Study Policy; and awareness of University wellbeing support services.

The deteriorating perceptions relate mostly to job security; the Senior Leadership Team; change management; and communication across the whole University.

Summary of key issues from the 2019 survey

There were 92 questions in the survey (excluding comments, most sub-questions and questions about the profile of respondents) and analysis of these questions shows 49 questions were answered positively by 75% or more respondents, while 11 were answered negatively by 50% or more respondents.

Some of the known key measures and drivers of employee engagement and job satisfaction in an organisation are also key strengths within The University of Manchester. These include staff feeling physically safe and secure in their area of work at the University; staff thinking the University is a good place to work and feeling proud to work for it; staff willingness to recommend the University as a place to work and to study; staff satisfaction with immediate manager support; and staff feeling part of the University.

When considering the positive/negative perceptions in this report, it is important to note that those provided in this summary relate to the University overall, and it is not unusual to find that specific areas and staff groups have differing perceptions to the University as a whole, which might require a more localised approach to action planning.

It is also important to note that whilst there is 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.

The University of Manchester can use the information from the staff survey to manage the future of the University by identifying areas of good practice and building upon what is done well, as well as improving in some areas identified by the results. The survey results indicate The University of Manchester should focus on the following, which revealed the least positive employee perceptions from the survey for the University as a whole:

- Managing stress levels of staff
- Change management
- Staff workload
- Involving staff in discussing staff survey results and allow them to contribute to action planning.

Development in these areas would further improve employee engagement, job satisfaction and ultimately the morale, motivation, health and wellbeing of employees, enabling them to continue to provide a good quality of service to students and service users.

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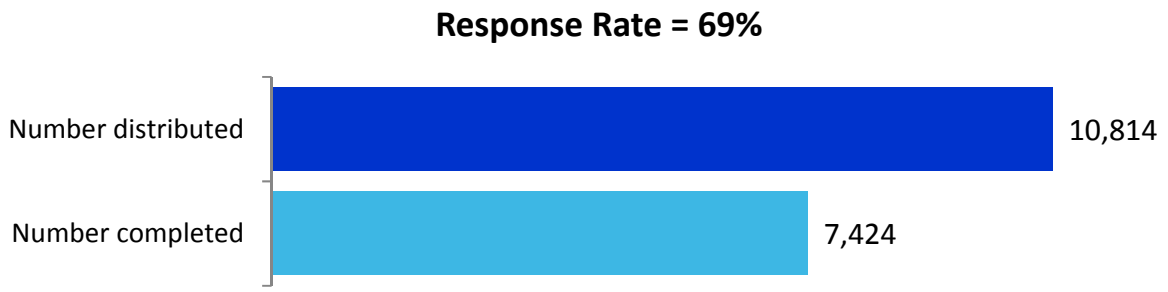
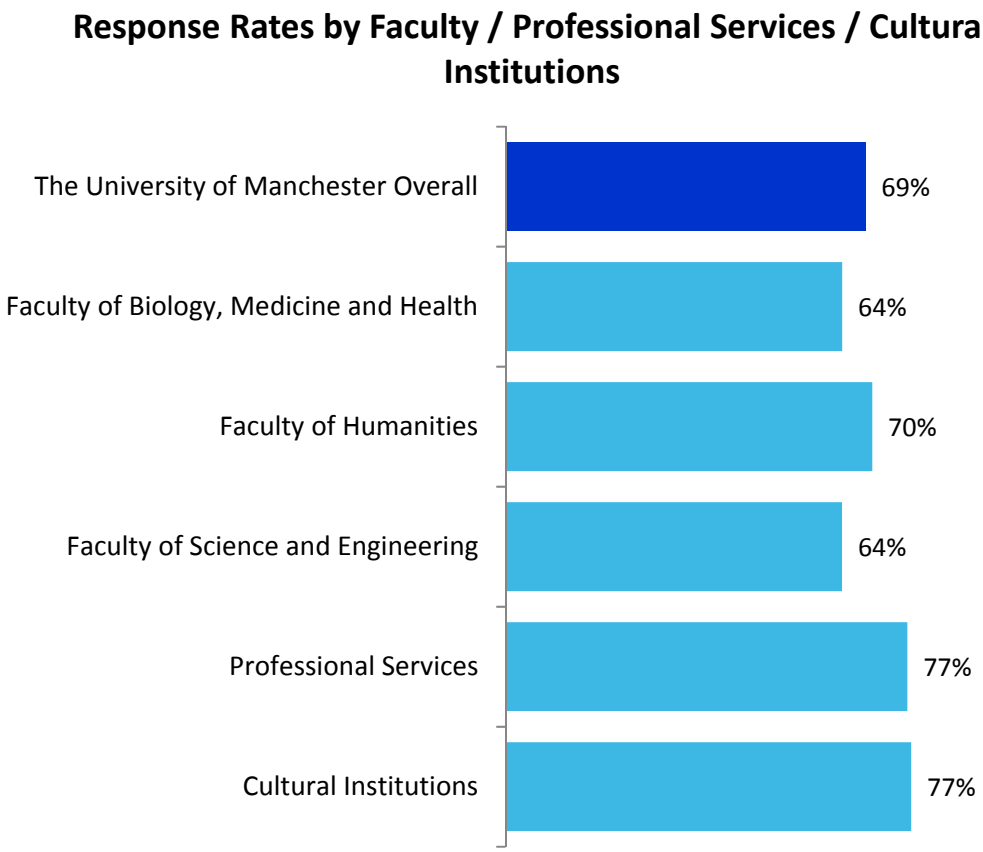
Part B. Participation

The following chart shows the response rate for all staff who responded to The University of Manchester staff survey.

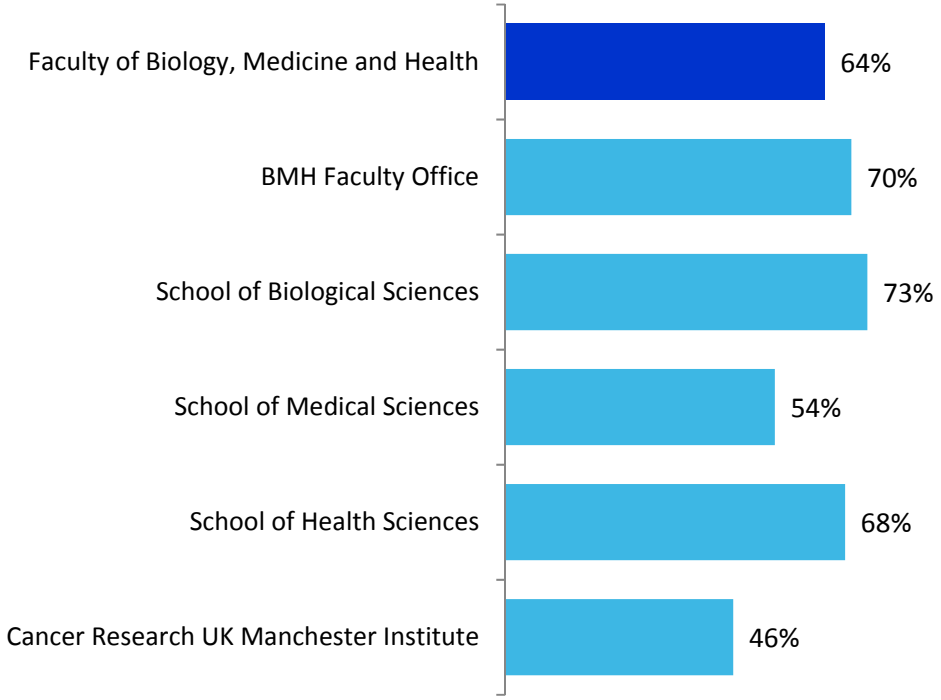
A total of 7,424 survey questionnaires were completed and returned by the 10,814 members of staff invited to participate in the survey: this means that the overall response rate for The University of Manchester is 69%.



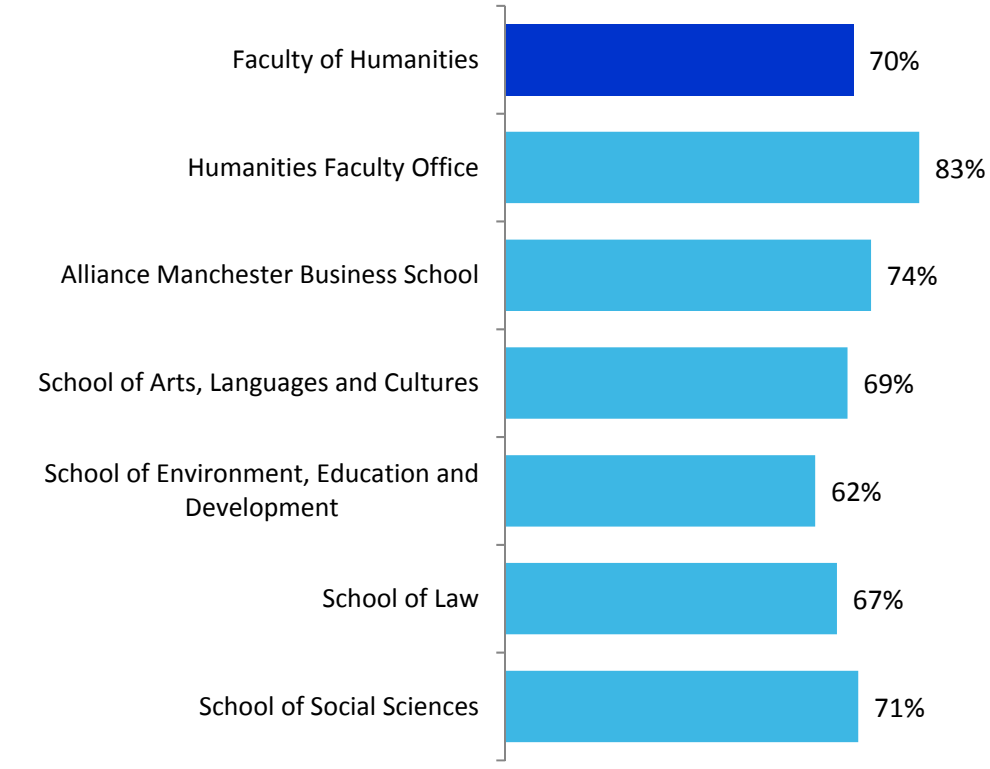
The response rates by Faculty / Professional Services / Cultural Institutions ranged between 64% and 77%.



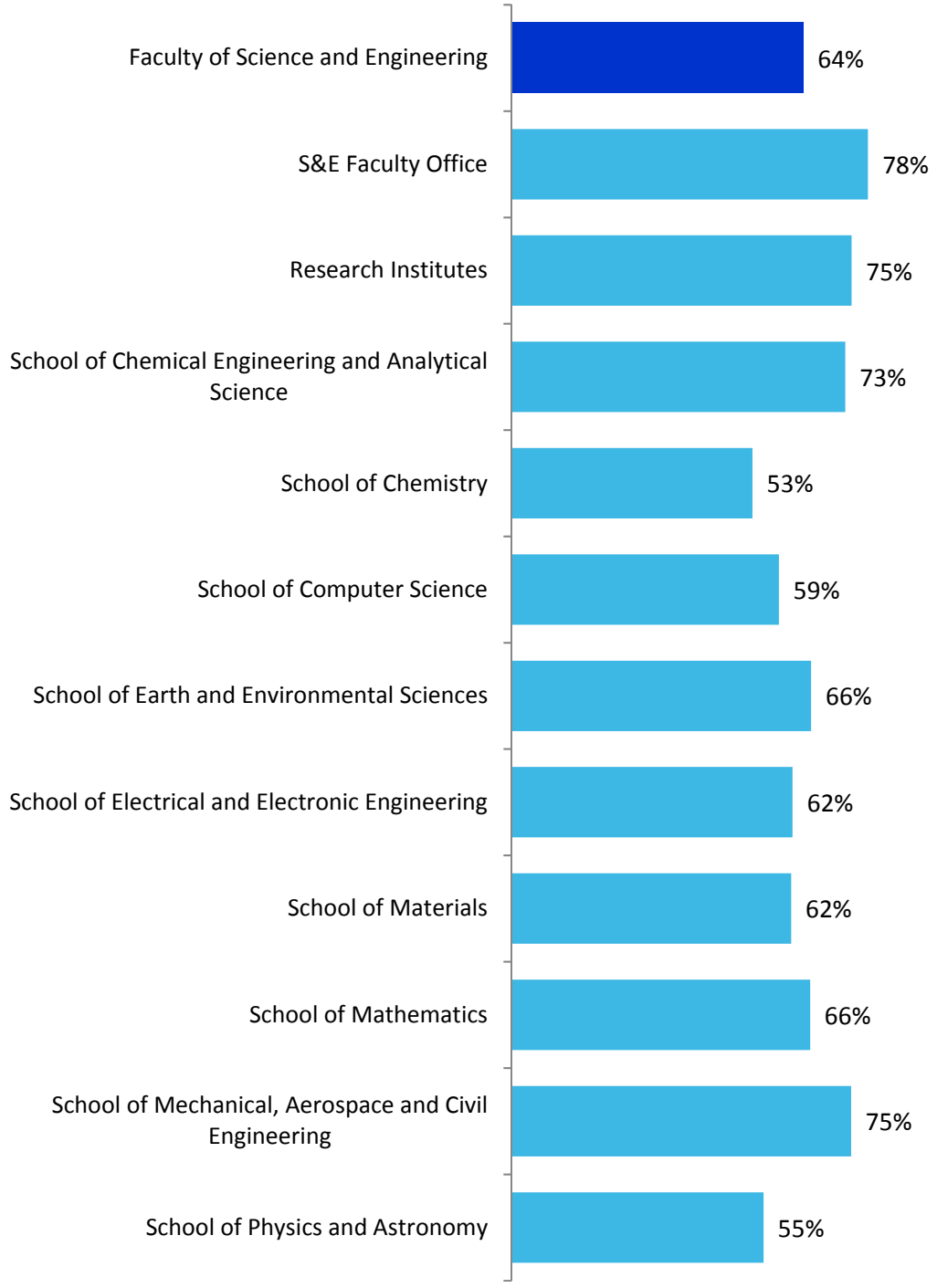
Response Rates by Faculty of Biology, Medicine and Health



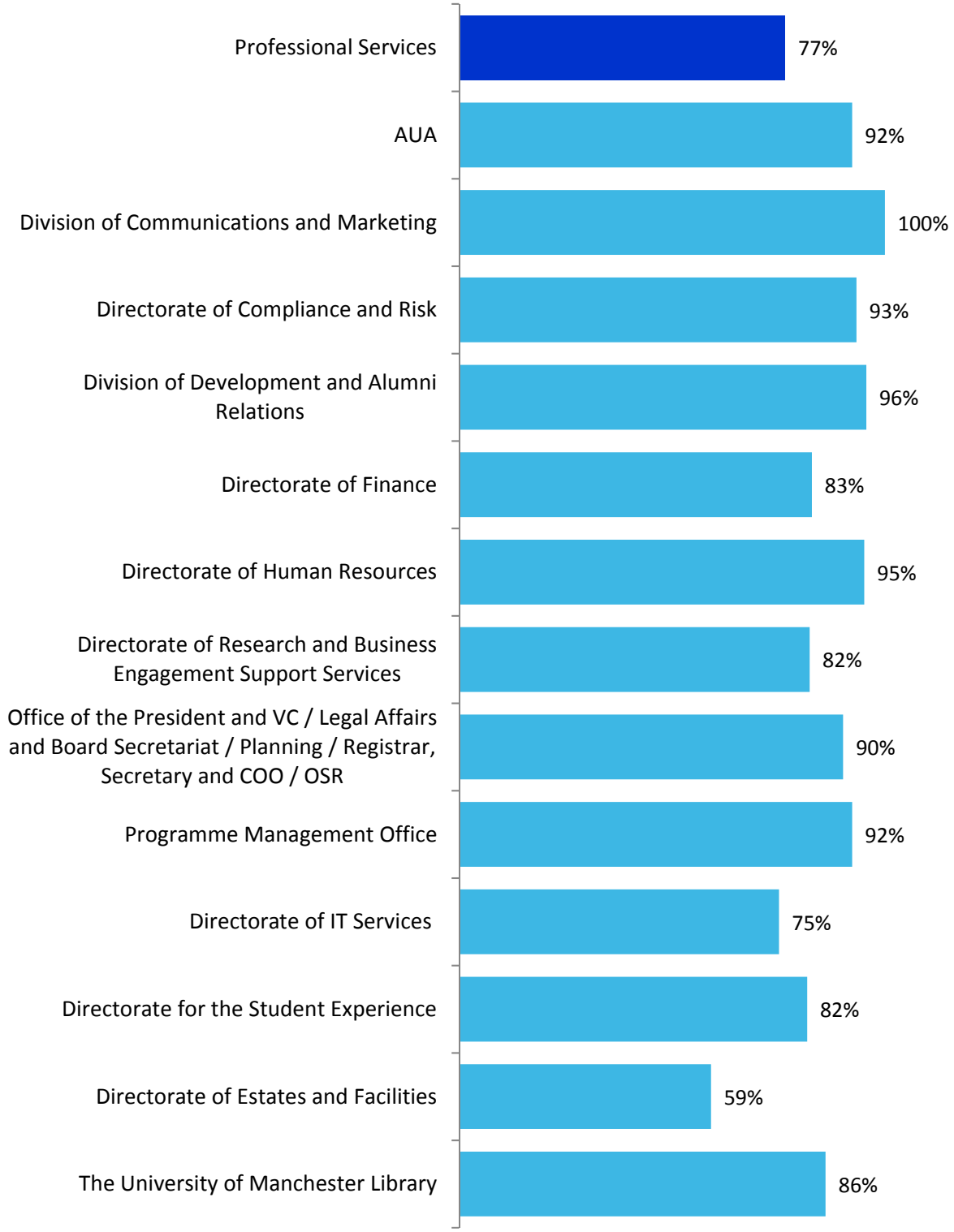
Response Rates by Faculty of Humanities



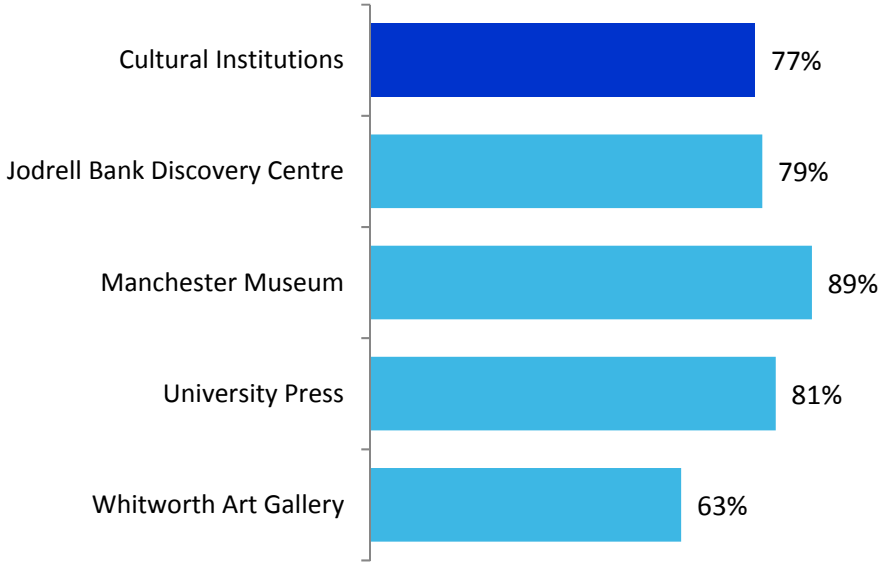
Response Rates by Faculty of Science and Engineering



Response Rates by Professional Services



Response Rates by Cultural Insitutions



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Part C. Employee Engagement and Organisation Climate

The following tables compare some of the key results from the survey for The University of Manchester in relation to the other Higher Education Institutions (HEIs) that Capita supported to undertake a staff survey in the last two years.

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 highlights the 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 ('agree'/'tend to agree'/'yes' responses) for The University of Manchester compared to the median result of other HEIs. The information in the penultimate column of the tables indicates whether the University result 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 result and the median HEI result, 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 result than the median for the benchmark group, and in **red** where the difference is worse than median.

The final column of the tables indicates whether the 2019 University percentage is an improvement (↑ or ↓), a deterioration (↓ or ↑) or the same (←) as the 2017 agree percentage. The percentage point difference between the years is provided in brackets for reference.

Statistically significant differences

There may be instances throughout the results tables where, for example, a 2% difference for one question is shown to be significant, but a 3% difference for another question is not. The most likely reason for this relates to the fact that, while all percentages and differences are reported to the nearest whole number, all statistical testing is performed on unrounded results.

The statistical significance calculations are also affected by the number of people who provided a valid answer to each question. In this case, you may find that some apparently 'large' percentage changes/differences are not considered statistically significantly different.

Statistical significance may also be affected if the result approaches the extremes (e.g. the percentage of positive responses is >90% or <10%). So to calculate the statistically significant differences we use the Wilson Score Interval, as we consider it a robust test at the extremes. This approach is equivalent to constructing a 95% confidence interval for the differences between the results; if the confidence interval does not contain 0, then the result is statistically significant at the 5% level.

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Employee engagement and organisation climate

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

	Question	The University of Manchester 2019 Agree %	HEI benchmark Agree %	Statistically Significant Difference	Difference from 2017 (% point)
Q1-1	The University is a good place to work	92%	89%	Yes	↓ (-1)
Q1-2	I feel part of the University	81%	73%	Yes	↓ (-1)
Q2-5	I feel proud to work for the University	89%	86%	Yes	↓ (-2)
Q2-6	On the whole, communication in the University is effective	56%	51%	Yes	↓ (-6)
Q2-8	Would you recommend the University to a friend as a place to work? *(excludes 'don't know' for benchmarking purposes)*	87%	81%	Yes	↓ (-3)
Q3-1	The President's Senior Leadership Team manage and lead the University well *(excludes 'don't know' for benchmarking purposes)*	72%	64%	Yes	↓ (-9)
Q5-3	My immediate line manager keeps me informed about things I should know about	80%	80%	No	↑ (+1)
Q5-6	My immediate line manager helps me find a good work-life balance	72%	75%	Yes	↑ (+2)
Q6-1	Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	73%	82%	Yes	↑ (+1)
Q6-7	I am satisfied with my current level of learning and development	75%	73%	Yes	↓ (-3)
Q7-4	I feel fairly paid for the work I do	67%	62%	Yes	← (0)
Q8-2	I am satisfied with the support I get from my immediate manager	81%	81%	No	↓ (-1)
Q10-1	I feel safe and secure at the University*	94%	93%	No	↓ (-1)
Q10-7	Do you know how to report accidents and incidents?	75%	71%	Yes	↑ (+2)

*Compared to the benchmark question 'I feel safe and secure in my working environment'.

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

	Question	The University of Manchester 2019 Agree %	HEI benchmark Agree %	Statistically Significant Difference	Difference from 2017 (% point)
Q9-6	Do you believe you are currently being harassed or bullied at work?*	5%	4%	No	← (0)
Q9-11	Have you felt discriminated against at work in the last 12 months?	9%	10%	No	← (0)
Q11-3	Generally, more could be done to help staff prepare for and cope with change	83%	79%	Yes	↑ (+3)

*Compared to the benchmark question 'Are you currently being harassed or bullied at work?'.

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Part D. Ranking questions – the most positive question perceptions

This part of the report provides the most positive perceptions for The University of Manchester as a whole (ordered from most to least positive), which can be identified as areas of strength. Percentage point changes from the 2017 survey results are shown for reference where comparisons are available.

Questions or statements with a combined positive result ('Agree/Tend to Agree' or 'Yes' responses) of 75% or above are considered areas of strength. The University of Manchester achieved 49 areas of strength in 2019.

Calculating the 'combined positive' perceptions
Those questions which have a 'combined positive' result of 75% or more can be considered as areas of strength. The result for each question is calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to questions.

However, to calculate a 'combined positive' result for some questions the 'Disagree' and 'Tend to Disagree' responses are combined to generate the percentage, or the straightforward 'No' response is used.

For example, to find the 'combined positive' result for the question '*Relationships at work are strained*' we add together the 'Disagree' and 'Tend to Disagree' responses as these are the respondents who have said '*Relationships at work are **not** strained*'.

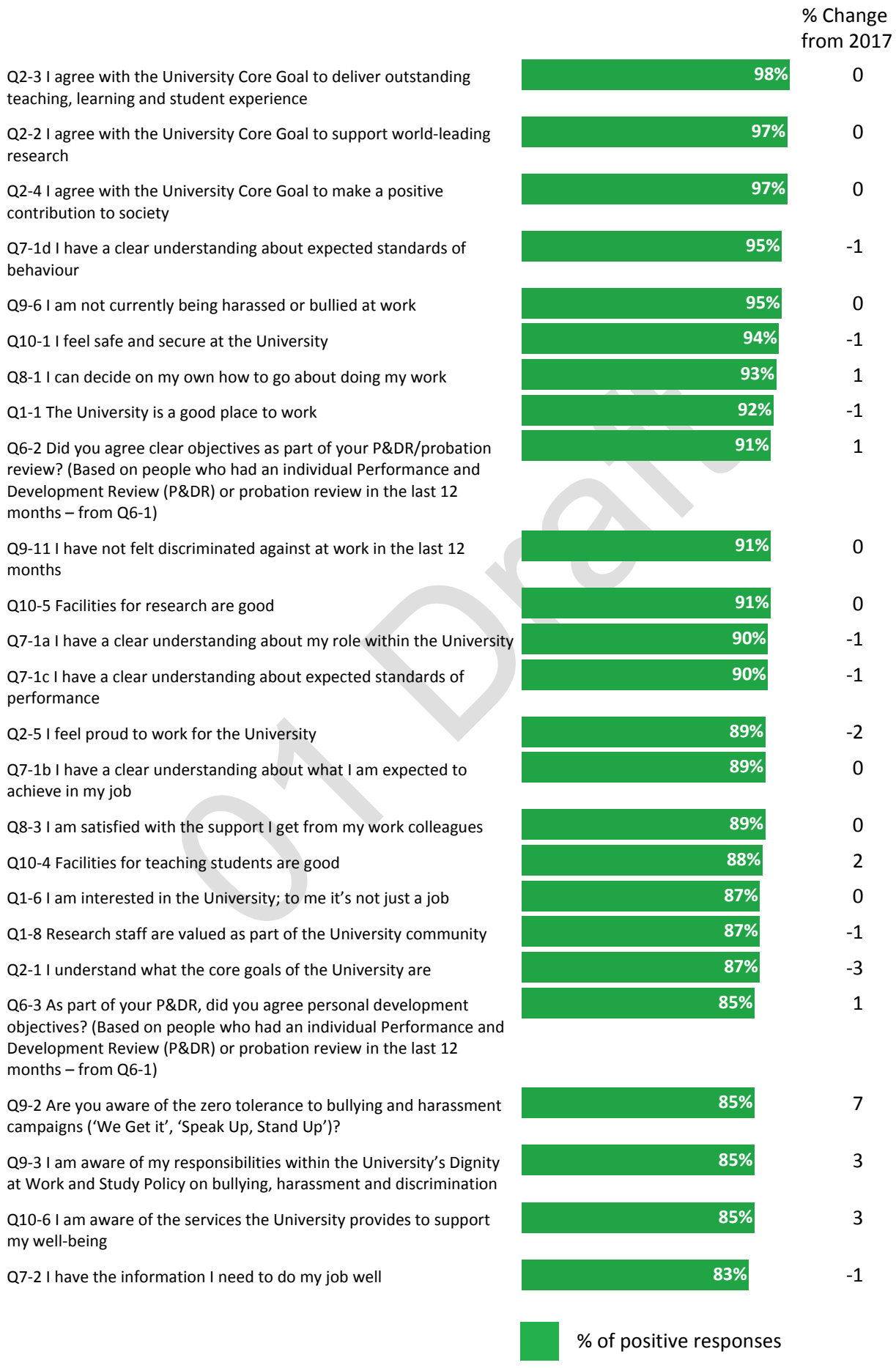
A second example, the 'positive' response in relation to the question *'Do you believe you are currently being harassed or bullied at work?'* is the 'No' response, i.e. those respondents who have said *'I **am not** currently being harassed or bullied at work'*.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated question text as shown in the examples above.

Notes
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 proportion of employees have responded to the sub-set questions in Question Block 6: Performance and Personal Development (Q6-2 to Q6-6), and Q8-10 'Has your stress had an impact on your ability to cope with the work demands placed on you?' these follow up sub-set questions are used in the analysis.

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



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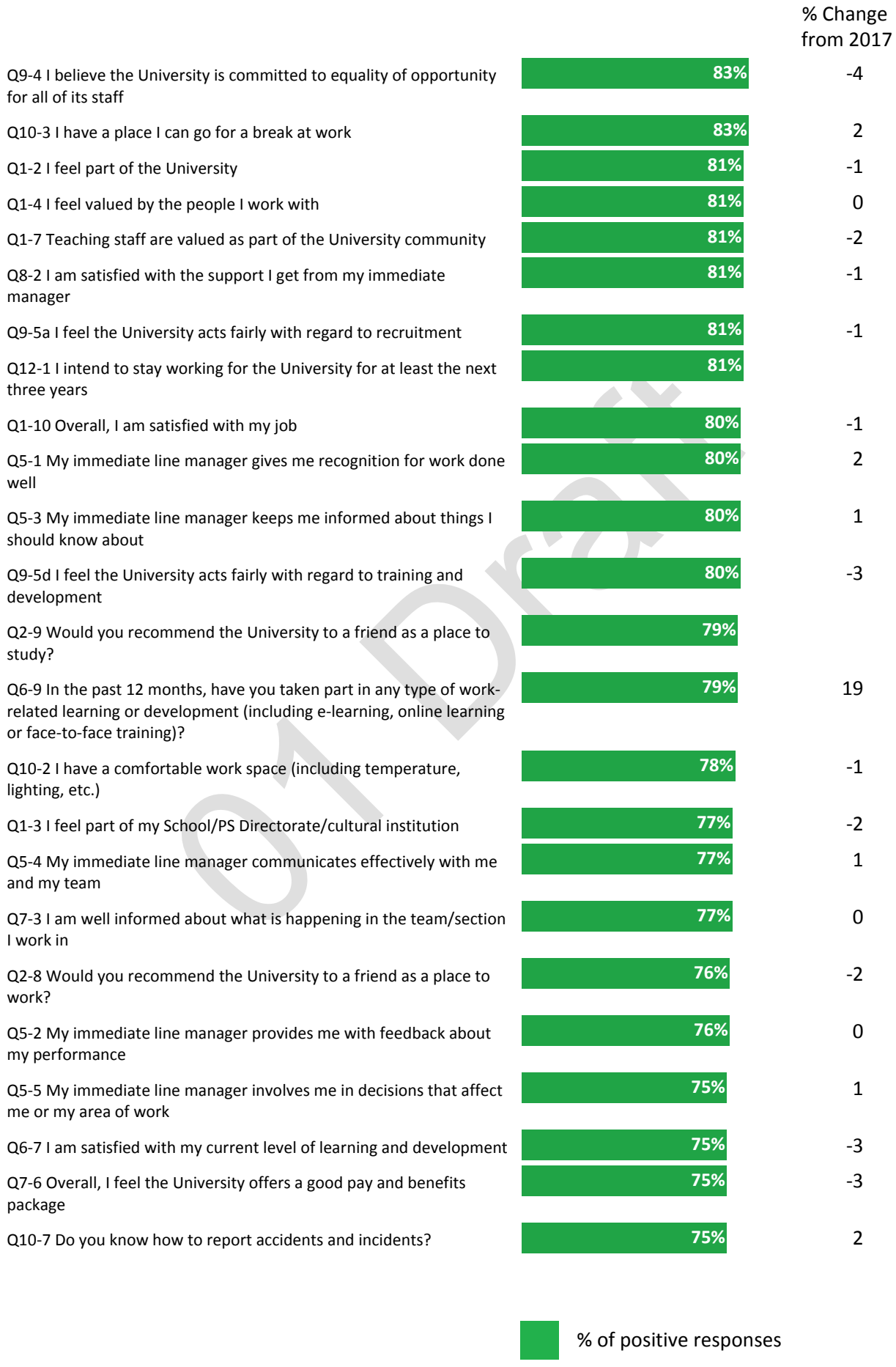
The most positive perceptions (with a combined positive percentage of 75% or more)



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Part E. Ranking questions – the least positive question perceptions

This part of the report provides the least positive perceptions for The University of Manchester, which can be considered areas for improvement. The percentage point changes from the 2017 survey results are shown for reference where comparisons are available.

Questions or statements with a combined positive result ('Agree/Tend to Agree' or 'Yes' responses) of 50% or lower are considered areas for improvement. The University of Manchester recorded 11 areas for improvement in 2019.

Calculating the 'least positive' perceptions
Those questions which have a 'combined positive' result of 50% or less can be considered as areas for improvement. The result for each question is calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to questions.

However, to calculate a 'combined positive' result for some questions the 'Disagree' and 'Tend to Disagree' responses are combined to generate the percentage, or the straightforward 'No' response is used.

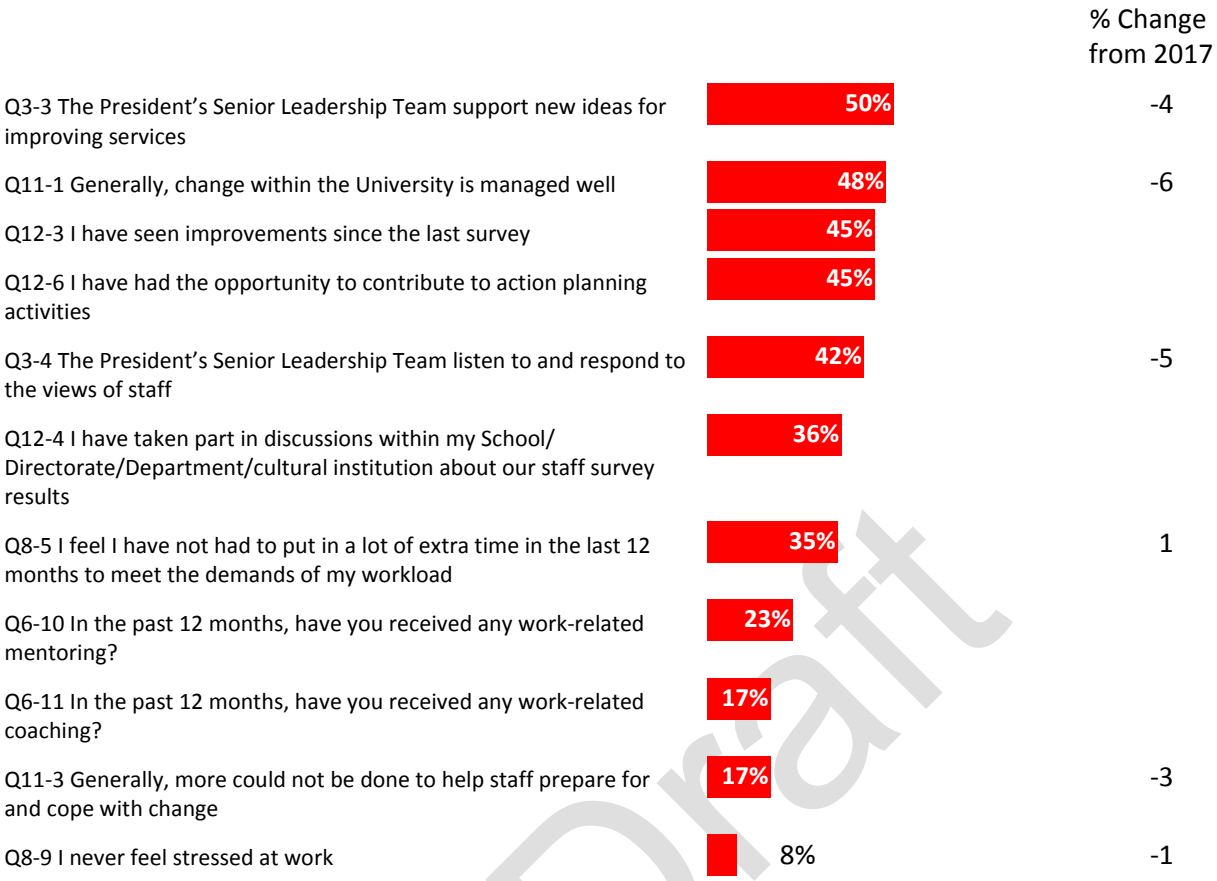
For example, to find the 'combined positive' result for the question '*Relationships at work are strained*' we add together the 'Disagree' and 'Tend to Disagree' responses as these are the respondents who have said '*Relationships at work are **not** strained*'.

A second example, the 'positive' response in relation to the question *'Do you believe you are currently being harassed or bullied at work?'* is the 'No' response, i.e. those respondents who have said *'I **am not** currently being harassed or bullied at work'*.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated question text as shown in the examples above.

Notes
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 proportion of employees have responded to the sub-set questions in Question Block 6: Performance and Personal Development (Q6-2 to Q6-6), and Q8-10 'Has your stress had an impact on your ability to cope with the work demands placed on you?' these follow up sub-set questions are used in the analysis.

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



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Part F. Statistically significant differences in perceptions since 2017

This part of the report displays in chart format the percentage point change in positive responses, for The University of Manchester between 2019 and 2017 where a comparison is available.

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

Overall, the 2019 results for the whole of The University of Manchester indicate there are six statistically significant improvements in the combined positive perceptions and 19 deteriorations, whilst 38 questions showed change not considered to be statistically significant.

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. As a general guide the confidence interval for The University of Manchester results are within ± 1% for each question in 2019. The confidence interval guide for 2017 is ± 1%. This means when considering improvements and deteriorations between the years there would need to be a change of at least three percentage points in response for most questions.

Calculating the 'combined positive' perceptions
Those questions which have a 'combined positive' result of 75% or more can be considered as areas of strength. The result for each question is calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to questions.

However, to calculate a 'combined positive' result for some questions the 'Disagree' and 'Tend to Disagree' responses are combined to generate the percentage, or the straightforward 'No' response is used.

For example, to find the 'combined positive' result for the question '*Relationships at work are strained*' we add together the 'Disagree' and 'Tend to Disagree' responses as these are the respondents who have said '*Relationships at work are **not** strained*'.

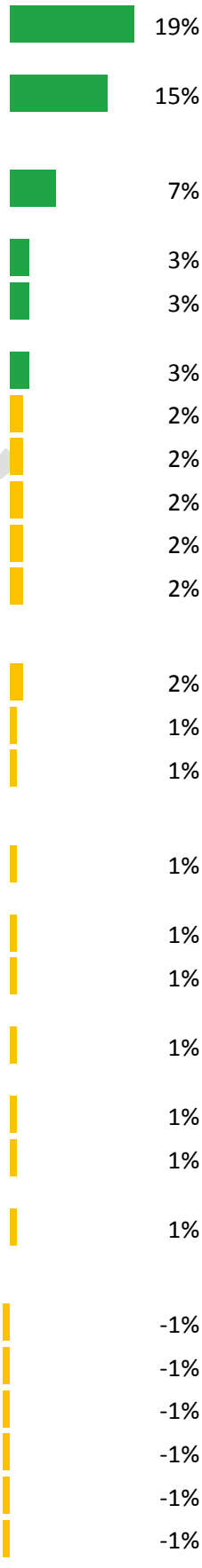
A second example, the 'positive' response in relation to the question *'Do you believe you are currently being harassed or bullied at work?'* is the 'No' response, i.e. those respondents who have said *'I **am not** currently being harassed or bullied at work'*.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated question text as shown in the examples above.

Notes
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 proportion of employees have responded to the sub-set questions in Question Block 6: Performance and Personal Development (Q6-2 to Q6-6), and Q8-10 'Has your stress had an impact on your ability to cope with the work demands placed on you?' these follow up sub-set questions are used in the analysis.

Percentage change in positive responses to each question in the Staff Survey between 2019 and 2017 (ordered from most to least positive percentage change)

6 Significant Improvement | 38 No significant change | 19 Significant deterioration



Q6-9 In the past 12 months, have you taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)?	19%
Q6-4 Have you completed, or are you in the process of completing, your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	15%
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	7%
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	3%
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	3%
Q10-6 I am aware of the services the University provides to support my well-being	3%
Q5-6 My immediate line manager helps me find a good work-life balance	2%
Q10-4 Facilities for teaching students are good	2%
Q10-7 Do you know how to report accidents and incidents?	2%
Q5-1 My immediate line manager gives me recognition for work done well	2%
Q6-5 Has your line manager supported you in accessing the learning and development identified in your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	2%
Q10-3 I have a place I can go for a break at work	2%
Q5-7 My immediate line manager deals with poor performance effectively	1%
Q6-3 As part of your P&DR, did you agree personal development objectives? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	1%
Q8-5 I feel I have not had to put in a lot of extra time in the last 12 months to meet the demands of my workload	1%
Q8-1 I can decide on my own how to go about doing my work	1%
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	1%
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	1%
Q5-4 My immediate line manager communicates effectively with me and my team	1%
Q5-3 My immediate line manager keeps me informed about things I should know about	1%
Q6-2 Did you agree clear objectives as part of your P&DR/probation review? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	1%
Q7-1d I have a clear understanding about expected standards of behaviour	-1%
Q1-10 Overall, I am satisfied with my job	-1%
Q1-8 Research staff are valued as part of the University community	-1%
Q1-1 The University is a good place to work	-1%
Q1-2 I feel part of the University	-1%
Q7-1a I have a clear understanding about my role within the University	-1%

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Percentage change in positive responses to each question in the Staff Survey between 2019 and 2017 (ordered from most to least positive percentage change)

Q7-1c I have a clear understanding about expected standards of performance	-1%
Q10-1 I feel safe and secure at the University	-1%
Q8-2 I am satisfied with the support I get from my immediate manager	-1%
Q8-4 Communications between teams/sections are effective	-1%
Q8-9 I never feel stressed at work	-1%
Q7-2 I have the information I need to do my job well	-1%
Q9-5a I feel the University acts fairly with regard to recruitment	-1%
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	-1%
Q2-5 I feel proud to work for the University	-2%
Q1-9 Professional services staff are valued as part of the University community	-2%
Q2-8 Would you recommend the University to a friend as a place to work?	-2%
Q1-7 Teaching staff are valued as part of the University community	-2%
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	-2%
Q1-3 I feel part of my School/PS Directorate/cultural institution	-2%
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	-2%
Q9-5b I feel the University acts fairly with regard to career progression/promotion	-2%
Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	-2%
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	-3%
Q6-7 I am satisfied with my current level of learning and development	-3%
Q11-3 Generally, more could not be done to help staff prepare for and cope with change	-3%
Q7-6 Overall, I feel the University offers a good pay and benefits package	-3%
Q2-7 There are effective channels for me to feed my views upwards in the University	-3%
Q11-4 Generally, I have seen some positive changes in the last 12 months	-3%
Q2-1 I understand what the core goals of the University are	-3%
Q9-5d I feel the University acts fairly with regard to training and development	-3%
Q9-4 I believe the University is committed to equality of opportunity for all of its staff	-4%
Q8-10 My stress has not had an impact on my ability to cope with the work demands placed on me (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q8-9)	-4%
Q3-3 The President's Senior Leadership Team support new ideas for improving services	-4%
Q11-5 Generally, I believe positive action will be taken as a result of this survey	-4%
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	-5%
Q2-6 On the whole, communication in the University is effective	-6%

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Percentage change in positive responses to each question in the Staff Survey between 2019 and 2017 (ordered from most to least positive percentage change)

Q3-1 The President's Senior Leadership Team manage and lead the University well	-6%
Q11-1 Generally, change within the University is managed well	-6%
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	-7%
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	-8%
Q7-5 My job security at the University is good	-8%

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Part G. Areas of strength and areas identified for improvement

This part of the report displays all the primary questions in the survey in table format for The University of Manchester. The table contains the 2019 percentage; the 2017 percentage; and the percentage point change between the two years where a comparison is available. A summary table of the overall number of improvements and deteriorations between the 2019 and 2017 survey results is shown on the top of each page.

The first table presents results in ranked in descending order i.e. the most positive responses appear at the top of the list. The second table presents results within survey sections in questionnaire order.

The question/statement results are colour coded to help to identify areas of strength or opportunities for improvement, using boundaries agreed by Capita Surveys and Research user groups to offer guidance and focus for action planning.

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.

Summary of colour coding for The University of Manchester 2019 Staff Survey:

Strengths:	49
Opportunities for improvement:	32
Need for improvement:	11

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Calculating the 'combined positive' perceptions
Those questions which have a 'combined positive' result of 75% or more can be considered as areas of strength. The result for each question is calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to questions.

However, to calculate a 'combined positive' result for some questions the 'Disagree' and 'Tend to Disagree' responses are combined to generate the percentage, or the straightforward 'No' response is used.

For example, to find the 'combined positive' result for the question '*Relationships at work are strained*' we add together the 'Disagree' and 'Tend to Disagree' responses as these are the respondents who have said '*Relationships at work are **not** strained*'.

A second example, the 'positive' response in relation to the question *'Do you believe you are currently being harassed or bullied at work?'* is the 'No' response, i.e. those respondents who have said *'I **am not** currently being harassed or bullied at work'*.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated question text as shown in the examples above.

Notes

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 proportion of employees have responded to the sub-set questions in Question Block 6: Performance and Personal Development (Q6-2 to Q6-6), and Q8-10 'Has your stress had an impact on your ability to cope with the work demands placed on you?' these follow up sub-set questions are used in the analysis.

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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. Q8-7 Relationships at work are not strained, the percentage stated represents the respondents who said 'Tend to Disagree' and 'Disagree' to the question Q8-7 Relationships at work are strained (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: 21
No change: 17
Deteriorations: 42

Question	Total number of responses: 2019 %	7424 2017 %	7658 Per Diff +/-
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0
Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0
Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0
Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1
Q9-6 I am not currently being harassed or bullied at work	95	95	0
Q10-1 I feel safe and secure at the University	94	95	-1
Q8-1 I can decide on my own how to go about doing my work	93	92	1
Q1-1 The University is a good place to work	92	93	-1
Q6-2 Did you agree clear objectives as part of your P&DR/probation review? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	91	90	1
Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0
Q10-5 Facilities for research are good	91	91	0
Q7-1a I have a clear understanding about my role within the University	90	91	-1
Q7-1c I have a clear understanding about expected standards of performance	90	91	-1
Q2-5 I feel proud to work for the University	89	91	-2
Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0
Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0
Q10-4 Facilities for teaching students are good	88	86	2
Q1-6 I am interested in the University; to me it's not just a job	87	87	0
Q1-8 Research staff are valued as part of the University community	87	88	-1
Q2-1 I understand what the core goals of the University are	87	90	-3
Q6-3 As part of your P&DR, did you agree personal development objectives? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	85	84	1
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	85	82	3
Q10-6 I am aware of the services the University provides to support my well-being	85	82	3
Q7-2 I have the information I need to do my job well	83	84	-1
Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4
Q10-3 I have a place I can go for a break at work	83	81	2
Q1-2 I feel part of the University	81	82	-1

01 Draft

75% or higher = Strength
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50% or lower = Needs improvement

Improvements: 21
No change: 17
Deteriorations: 42

Question	Total number of responses: 2019 %	7424 2017 %	7658 Per Diff +/-
Q1-4 I feel valued by the people I work with	81	81	0
Q1-7 Teaching staff are valued as part of the University community	81	83	-2
Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1
Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1
Q12-1 I intend to stay working for the University for at least the next three years	81		
Q1-10 Overall, I am satisfied with my job	80	81	-1
Q5-1 My immediate line manager gives me recognition for work done well	80	78	2
Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1
Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3
Q2-9 Would you recommend the University to a friend as a place to study?	79		
Q6-9 In the past 12 months, have you taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)?	79	60	19
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1
Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2
Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1
Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0
Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2
Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1
Q6-7 I am satisfied with my current level of learning and development	75	78	-3
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3
Q10-7 Do you know how to report accidents and incidents?	75	73	2
Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	74	76	-2
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2
Q8-7 Relationships at work are not strained	74	74	0
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3
Q5-8 My immediate line manager helps me develop in my role	73		
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	73	72	1
Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2
Q1-5 I feel I have a good work life balance	70	70	0
Q1-9 Professional services staff are valued as part of the University community	70	72	-2
Q4-2 My local School or Department or Division is managed well	70		
Q5-7 My immediate line manager deals with poor performance effectively	68	67	1
Q6-4 Have you completed, or are you in the process of completing, your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	68	53	15
Q6-5 Has your line manager supported you in accessing the learning and development identified in your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	67	65	2
Q7-4 I feel fairly paid for the work I do	67	67	0
Q8-8 I am able to take regular breaks on most days	67	67	0

01 Draft

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50% or lower = Needs improvement

Improvements: 21
No change: 17
Deteriorations: 42

Question	Total number of responses: 2019 %	7424 2017 %	7658 Per Diff +/-
Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0
Q8-10 My stress has not had an impact on my ability to cope with the work demands placed on me (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q8-9)	64	68	-4
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8
Q8-4 Communications between teams/sections are effective	63	64	-1
Q7-5 My job security at the University is good	62	70	-8
Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	61		
Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2
Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2
Q2-6 On the whole, communication in the University is effective	56	62	-6
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7
Q12-2 I am confident results of the staff survey will be acted upon	56		
Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3
Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3
Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3
Q12-5 I feel my views are listened to	51		
Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4
Q11-1 Generally, change within the University is managed well	48	54	-6
Q12-3 I have seen improvements since the last survey	45		
Q12-6 I have had the opportunity to contribute to action planning activities	45		
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5
Q12-4 I have taken part in discussions within my School/ Directorate/Department/cultural institution about our staff survey results	36		
Q8-5 I feel I have not had to put in a lot of extra time in the last 12 months to meet the demands of my workload	35	34	1
Q6-10 In the past 12 months, have you received any work-related mentoring?	23		
Q6-11 In the past 12 months, have you received any work-related coaching?	17		
Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3
Q8-9 I never feel stressed at work	8	9	-1

01 Draft

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. Q8-7 Relationships at work are not strained, the percentage stated represents the respondents who said 'Tend to Disagree' and 'Disagree' to the question Q8-7 Relationships at work are strained (i.e. gave the positive response).

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

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Improvements: 21
No change: 17
Deteriorations: 42

Question	2019 %	2017 %	Per Diff +/-
Total number of responses:	7424	7658	
Question Block 1: Job Satisfaction			
Q1-1 The University is a good place to work	92	93	-1
Q1-2 I feel part of the University	81	82	-1
Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2
Q1-4 I feel valued by the people I work with	81	81	0
Q1-5 I feel I have a good work life balance	70	70	0
Q1-6 I am interested in the University; to me it's not just a job	87	87	0
Q1-7 Teaching staff are valued as part of the University community	81	83	-2
Q1-8 Research staff are valued as part of the University community	87	88	-1
Q1-9 Professional services staff are valued as part of the University community	70	72	-2
Q1-10 Overall, I am satisfied with my job	80	81	-1
Question Block 2: University Goals and Values			
Q2-1 I understand what the core goals of the University are	87	90	-3
Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0
Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0
Q2-5 I feel proud to work for the University	89	91	-2
Q2-6 On the whole, communication in the University is effective	56	62	-6
Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3
Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2
Q2-9 Would you recommend the University to a friend as a place to study?	79		

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

Improvements: 21
No change: 17
Deteriorations: 42

Question	Total number of responses: 2019 %	7424 2017 %	7658 Per Diff +/-
Question Block 3: Senior Leadership			
Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8
Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7
Question Block 4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management			
Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	61		
Q4-2 My local School or Department or Division is managed well	70		
Question Block 5: My Manager			
Q5-1 My immediate line manager gives me recognition for work done well	80	78	2
Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0
Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1
Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1
Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2
Q5-7 My immediate line manager deals with poor performance effectively	68	67	1
Q5-8 My immediate line manager helps me develop in my role	73		

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

Improvements: 21
No change: 17
Deteriorations: 42

Question	2019 %	2017 %	Per Diff +/-
Total number of responses:	7424	7658	
Question Block 6: Performance and Personal Development			
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	73	72	1
Q6-2 Did you agree clear objectives as part of your P&DR/probation review? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	91	90	1
Q6-3 As part of your P&DR, did you agree personal development objectives? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	85	84	1
Q6-4 Have you completed, or are you in the process of completing, your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	68	53	15
Q6-5 Has your line manager supported you in accessing the learning and development identified in your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)	67	65	2
Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	74	76	-2
Q6-7 I am satisfied with my current level of learning and development	75	78	-3
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2
Q6-9 In the past 12 months, have you taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)?	79	60	19
Q6-10 In the past 12 months, have you received any work-related mentoring?	23		
Q6-11 In the past 12 months, have you received any work-related coaching?	17		
Question Block 7: My Role			
Q7-1a I have a clear understanding about my role within the University	90	91	-1
Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0
Q7-1c I have a clear understanding about expected standards of performance	90	91	-1
Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1
Q7-2 I have the information I need to do my job well	83	84	-1
Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0
Q7-4 I feel fairly paid for the work I do	67	67	0
Q7-5 My job security at the University is good	62	70	-8
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3

01 Draft

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

Improvements: 21
No change: 17
Deteriorations: 42

Question	2019 %	2017 %	Per Diff +/-
Total number of responses:	7424	7658	
Question Block 8: My Work Experience			
Q8-1 I can decide on my own how to go about doing my work	93	92	1
Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1
Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0
Q8-4 Communications between teams/sections are effective	63	64	-1
Q8-5 I feel I have not had to put in a lot of extra time in the last 12 months to meet the demands of my workload	35	34	1
Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0
Q8-7 Relationships at work are not strained	74	74	0
Q8-8 I am able to take regular breaks on most days	67	67	0
Q8-9 I never feel stressed at work	8	9	-1
Q8-10 My stress has not had an impact on my ability to cope with the work demands placed on me (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q8-9)	64	68	-4
Question Block 9: Dignity at Work			
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	85	82	3
Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4
Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1
Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2
Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3
Q9-6 I am not currently being harassed or bullied at work	95	95	0
Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0
Question Block 10: Physical Environment			
Q10-1 I feel safe and secure at the University	94	95	-1
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1
Q10-3 I have a place I can go for a break at work	83	81	2
Q10-4 Facilities for teaching students are good	88	86	2
Q10-5 Facilities for research are good	91	91	0
Q10-6 I am aware of the services the University provides to support my well-being	85	82	3
Q10-7 Do you know how to report accidents and incidents?	75	73	2

Draft

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

Improvements: 21
No change: 17
Deteriorations: 42

Question	2019 %	2017 %	Per Diff +/-
Total number of responses:	7424	7658	
Question Block 11: Managing Change			
Q11-1 Generally, change within the University is managed well	48	54	-6
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3
Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3
Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3
Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4

Question	2019 %
Question Block 12: Acting upon the Survey	
Q12-1 I intend to stay working for the University for at least the next three years	81
Q12-2 I am confident results of the staff survey will be acted upon	56
Q12-3 I have seen improvements since the last survey	45
Q12-4 I have taken part in discussions within my School/ Directorate/Department/cultural institution about our staff survey results	36
Q12-5 I feel my views are listened to	51
Q12-6 I have had the opportunity to contribute to action planning activities	45

01 Draft

Part H. Survey Results

This part of the report is 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 of 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 positive responses and the 'rounding effect' (Positive %):** The total combined percentage of 'good' or positive responses that were received for each question in 2019 is shown after the stacked bar chart.

   The combined positive responses usually add together the 'Agree/Tend to agree' or 'Yes' responses. However, for some questions the positive response may be the 'Disagree/Tend to disagree' or 'No' responses, or 'Never' in the case of Q8-9. Questions that are considered neutral are not given a positive %.

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

   Green generally represents the positive or 'good' outcome.

   Red generally represents the negative or 'poor' outcome.

   Grey represents outcomes which are neither positive nor negative, such as those questions in the 'About Your Role' and 'About You' sections; 'Don't Know' responses (Question Block 2 to 4); 'Too Early To Say' responses (Q6-4 and Q6-5); and 'Not Sure' responses (Q10-7).

   To ensure the figures are accurate, rounding to the nearest percentage point is applied at the last stage of the calculation. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages. [A more detailed explanation of this and an example can be found in the section of this report under the heading '*Understanding the effect of rounding*'].

5. **Change from 2017:** The change in the percentage of positive responses to this question since the 2017 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 2017. Not all 2019 questions were in the 2017 questionnaire and so a comparison is not available for those questions.

01 Draft

Question Block 1: Job Satisfaction

Q1-1 The University is a good place to work

Total Responses:	Positive %:	Change from 2017:
7378	92	-1

Q1-2 I feel part of the University

Total Responses:	Positive %:	Change from 2017:
7335	81	-1

Q1-3 I feel part of my School/PS Directorate/cultural institution

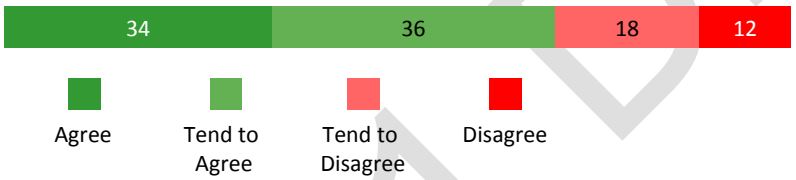
Total Responses:	Positive %:	Change from 2017:
7248	77	-2

Q1-4 I feel valued by the people I work with

Total Responses:	Positive %:	Change from 2017:
7333	81	0

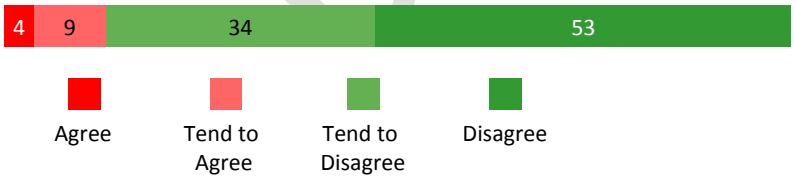
Q1-5 I feel I have a good work life balance

Total Responses:	Positive %:	Change from 2017:
7324	70	0



Q1-6 I'm not interested in the University; to me it's just a job

Total Responses:	Positive %:	Change from 2017:
7272	87	0



S1 Draft

Question Block 1: Job Satisfaction

Q1-7 Teaching staff are valued as part of the University community

Total Responses:	Positive %:	Change from 2017:
6939	81	-2

Q1-8 Research staff are valued as part of the University community

Total Responses:	Positive %:	Change from 2017:
6983	87	-1

Q1-9 Professional services staff are valued as part of the University community

Total Responses:	Positive %:	Change from 2017:
7091	70	-2

Q1-10 Overall, I am satisfied with my job

Total Responses:	Positive %:	Change from 2017:
7337	80	-1

01 Draft

Question Block 2: University Goals and Values

Q2-1 I understand what the core goals of the University are

Total Responses:	Positive %:	Change from 2017:
7292	87	-3

Q2-2 I agree with the University Core Goal to support world-leading research

Total Responses:	Positive %:	Change from 2017:
7211	97	0

Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience

Total Responses:	Positive %:	Change from 2017:
7196	98	0

Q2-4 I agree with the University Core Goal to make a positive contribution to society

Total Responses:	Positive %:	Change from 2017:
7223	97	0

Q2-5 I feel proud to work for the University

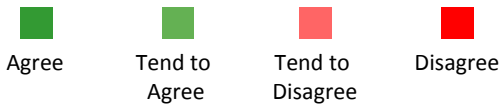
Total Responses:	Positive %:	Change from 2017:
7264	89	-2

Q2-6 On the whole, communication in the University is effective

Total Responses:	Positive %:	Change from 2017:
7268	56	-6

Q2-7 There are effective channels for me to feed my views upwards in the University

Total Responses:	Positive %:	Change from 2017:
7242	51	-3



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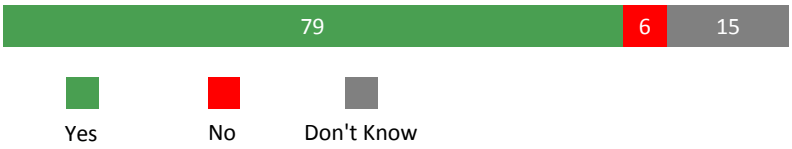
Question Block 2: University Goals and Values

Q2-8 Would you recommend the University to a friend as a place to work?

Total Responses:	Positive %:	Change from 2017:
7377	76	-2

Q2-9 Would you recommend the University to a friend as a place to study?

Total Responses:	Positive %:
7347	79



01 Draft

Question Block 3: Senior Leadership

Q3-1 The President's Senior Leadership Team manage and lead the University well

Total Responses:	Positive %:	Change from 2017:
7257	59	-6

Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed

Total Responses:	Positive %:	Change from 2017:
7238	63	-8

Q3-3 The President's Senior Leadership Team support new ideas for improving services

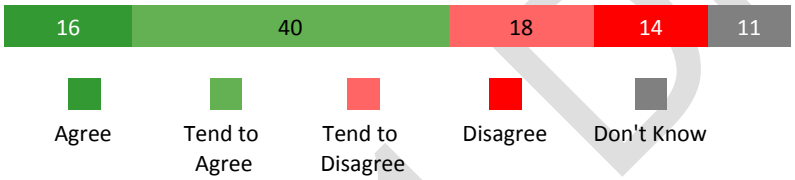
Total Responses:	Positive %:	Change from 2017:
7200	50	-4

Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff

Total Responses:	Positive %:	Change from 2017:
7238	42	-5

Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues

Total Responses:	Positive %:	Change from 2017:
7266	56	-7



01 Draft

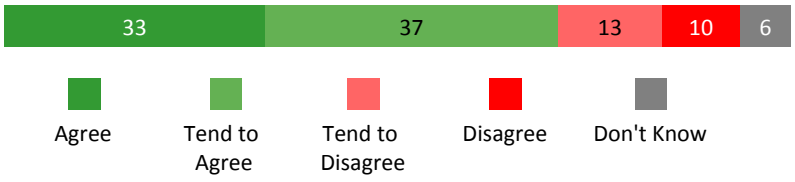
Question Block 4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management

Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well

Total Responses:	Positive %:
7289	61

Q4-2 My local School or Department or Division is managed well

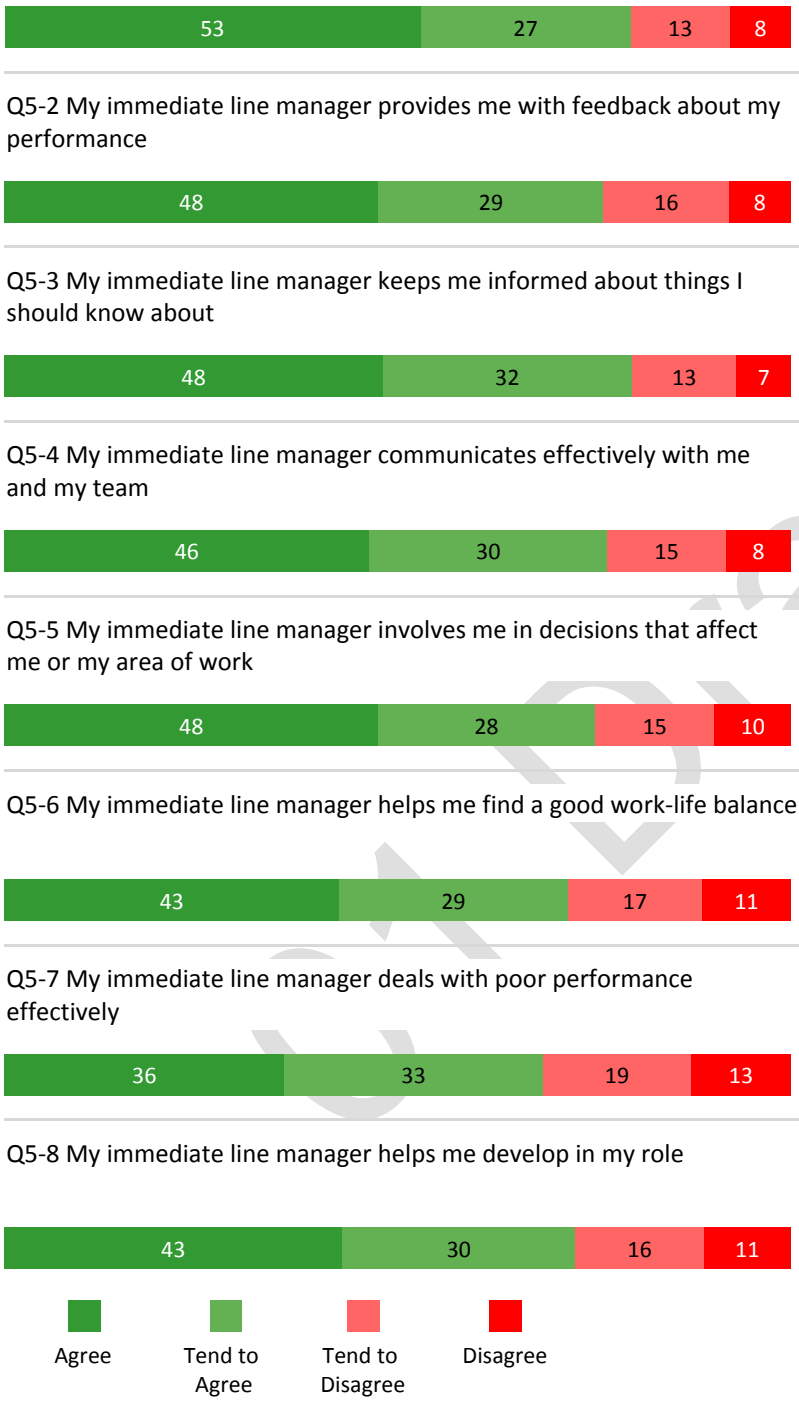
Total Responses:	Positive %:
7238	70



01 Draft

Question Block 5: My Manager

	Total Responses:	Positive %:	Change from 2017:
Q5-1 My immediate line manager gives me recognition for work done well	7339	80	+2
Q5-2 My immediate line manager provides me with feedback about my performance	7309	76	0
Q5-3 My immediate line manager keeps me informed about things I should know about	7338	80	+1
Q5-4 My immediate line manager communicates effectively with me and my team	7321	77	+1
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	7308	75	+1
Q5-6 My immediate line manager helps me find a good work-life balance	7238	72	+2
Q5-7 My immediate line manager deals with poor performance effectively	7096	68	+1
Q5-8 My immediate line manager helps me develop in my role	7268	73	



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Question Block 6: Performance and Personal Development

Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?

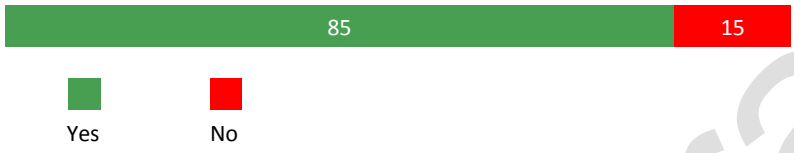
Total Responses:	Positive %:	Change from 2017:
7327	73	+1

Q6-2 Did you agree clear objectives as part of your P&DR/probation review? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)

Total Responses:	Positive %:	Change from 2017:
5253	91	+1

Q6-3 As part of your P&DR, did you agree personal development objectives? (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)

Total Responses:	Positive %:	Change from 2017:
5248	85	+1



Q6-4 Have you completed, or are you in the process of completing, your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)

Total Responses:	Positive %:	Change from 2017:
4442	68	+15

Compared to the 2017 question 'Have you received the training, learning and development identified?'

Q6-5 Has your line manager supported you in accessing the learning and development identified in your personal development objectives? (Based on people who agreed personal development objectives – from Q6-3)

Total Responses:	Positive %:	Change from 2017:
4416	67	+2

Compared to the 2017 question 'Has your line manager supported you in accessing the training, learning and development identified?'

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Question Block 6: Performance and Personal Development

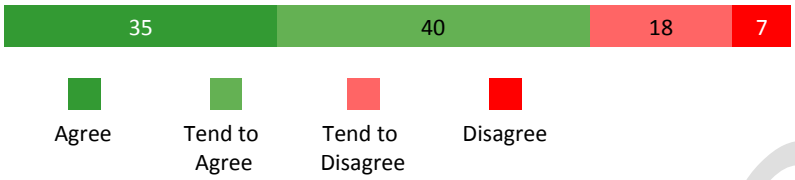
Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)

Total Responses:	Positive %:	Change from 2017:
5277	74	-2

Q6-7 I am satisfied with my current level of learning and development

Total Responses:	Positive %:	Change from 2017:
7222	75	-3

Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively



Total Responses:	Positive %:	Change from 2017:
7221	74	-2

Q6-9 In the past 12 months, have you taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)?

Total Responses:	Positive %:	Change from 2017:
7280	79	+19

Q6-10 In the past 12 months, have you received any work-related mentoring?

Total Responses:	Positive %:
7267	23

Q6-11 In the past 12 months, have you received any work-related coaching?

Total Responses:	Positive %:
7245	17

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Question Block 7: My Role

Q7-1a I have a clear understanding about my role within the University

Total Responses:	Positive %:	Change from 2017:
7383	90	-1

Q7-1b I have a clear understanding about what I am expected to achieve in my job

Total Responses:	Positive %:	Change from 2017:
7363	89	0

Q7-1c I have a clear understanding about expected standards of performance

Total Responses:	Positive %:	Change from 2017:
7357	90	-1

Q7-1d I have a clear understanding about expected standards of behaviour

Total Responses:	Positive %:	Change from 2017:
7355	95	-1

Q7-2 I have the information I need to do my job well

Total Responses:	Positive %:	Change from 2017:
7335	83	-1

Q7-3 I am well informed about what is happening in the team/section I work in

Total Responses:	Positive %:	Change from 2017:
7312	77	0

Q7-4 I feel fairly paid for the work I do

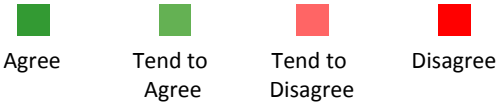
Total Responses:	Positive %:	Change from 2017:
7330	67	0

Q7-5 My job security at the University is good

Total Responses:	Positive %:	Change from 2017:
7308	62	-8

Q7-6 Overall, I feel the University offers a good pay and benefits package

Total Responses:	Positive %:	Change from 2017:
7310	75	-3



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Question Block 8: My Work Experience

Q8-1 I can decide on my own how to go about doing my work

Total Responses:	Positive %:	Change from 2017:
7368	93	+1

Q8-2 I am satisfied with the support I get from my immediate manager

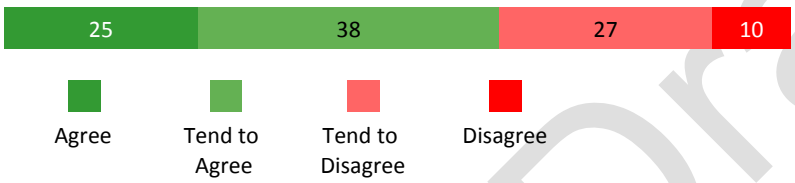
Total Responses:	Positive %:	Change from 2017:
7329	81	-1

Q8-3 I am satisfied with the support I get from my work colleagues

Total Responses:	Positive %:	Change from 2017:
7339	89	0

Q8-4 Communications between teams/sections are effective

Total Responses:	Positive %:	Change from 2017:
7250	63	-1



Q8-5 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

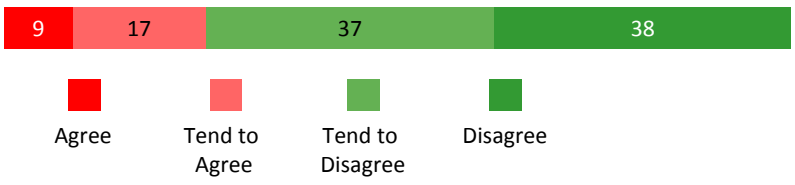
Total Responses:	Positive %:	Change from 2017:
7299	35	+1

Q8-6 I am unable to handle all the conflicting demands on my time at work

Total Responses:	Positive %:	Change from 2017:
7301	64	0

Q8-7 Relationships at work are strained

Total Responses:	Positive %:	Change from 2017:
7239	74	0



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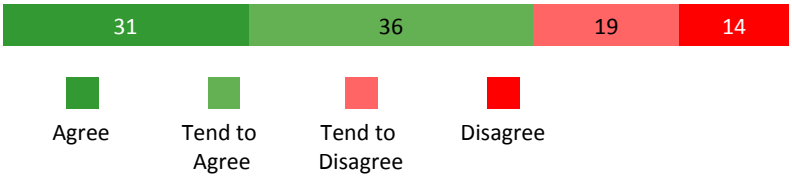
Question Block 8: My Work Experience

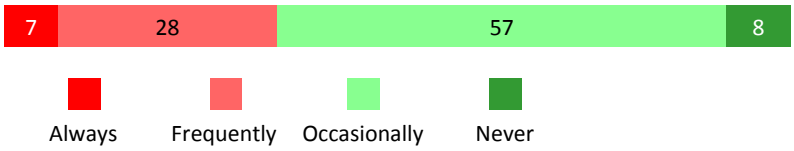
Q8-8 I am able to take regular breaks on most days

Total Responses:	Positive %:	Change from 2017:
7325	67	0



Q8-9 I feel stressed at work

Total Responses:	Positive %:	Change from 2017:
7380	8	-1



Q8-10 Has your stress had an impact on your ability to cope with the work demands placed on you? (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q8-9)

Total Responses:	Positive %:	Change from 2017:
6710	64	-4

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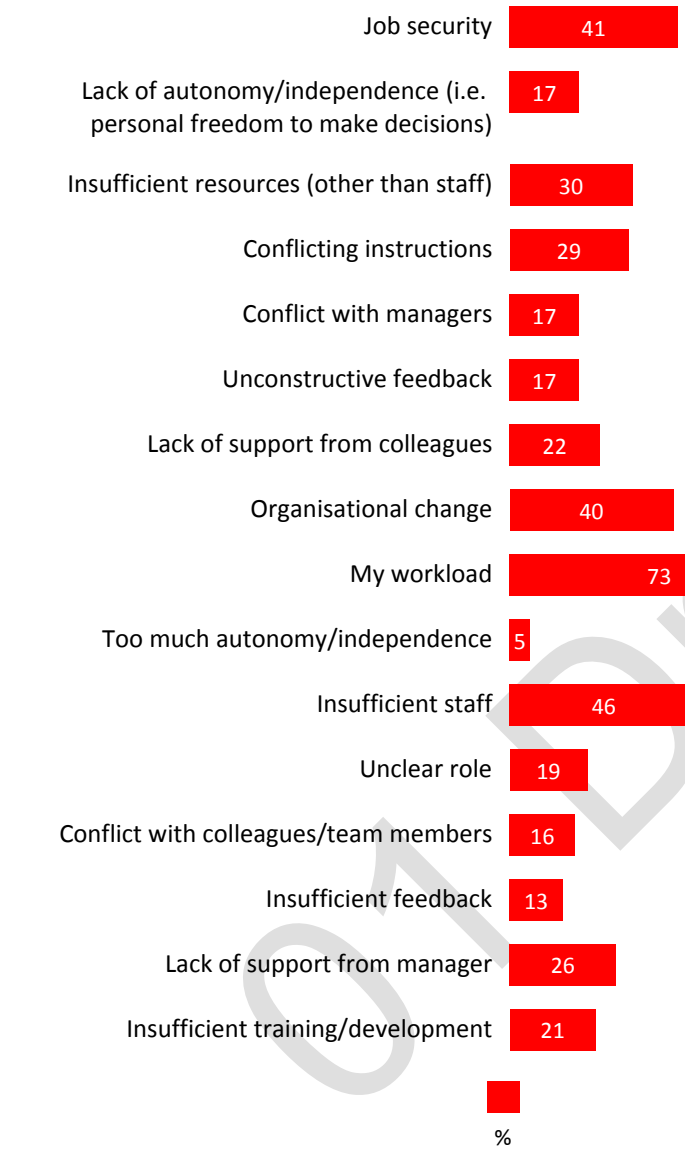
Question Block 8: My Work Experience

Q8-11 People who said stress impacted on their ability to cope with work demands (Q8-10) were asked to indicate what they felt the reason(s) for their stress at work:

Total Responses: 2396



01 Draft

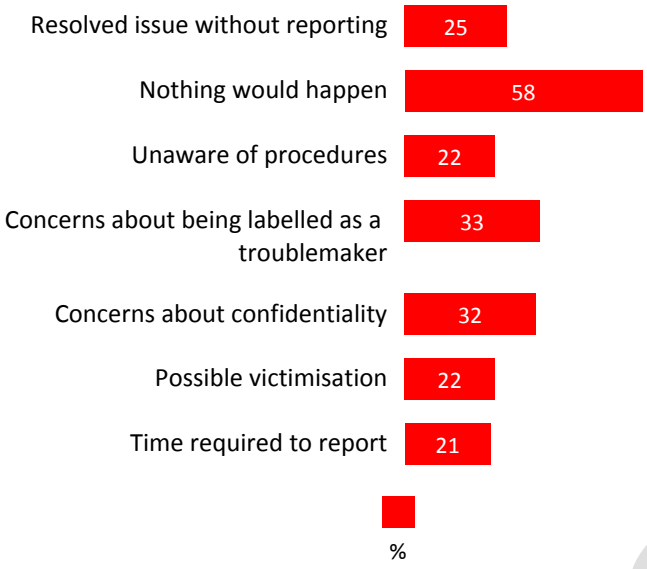
Q8-12 Have you reported feeling stressed? (Based on people whose stress has had an impact on their ability to cope with the work demands placed on them - from Q8-10)

Total Responses:	Positive %:	Change from 2017:
2382	40	+2

Question Block 8: My Work Experience

Q8-13 People who said they had not reported feeling stressed (Q8-12) were asked to indicate the reason(s) why they did not report:

Total Responses: 1441



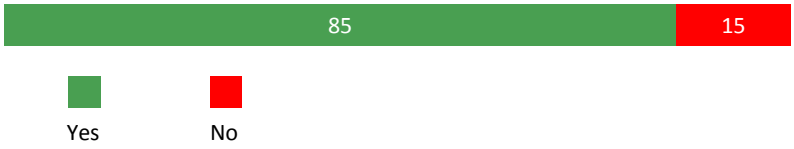
01 Draft

Question Block 9: Dignity at Work

Q9-1 Are you aware of the University's Dignity at Work and Study Policy?

Total Responses:	Positive %:	Change from 2017:
7364	74	+3

Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?



Total Responses:	Positive %:	Change from 2017:
7357	85	+7

Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination

Total Responses:	Positive %:	Change from 2017:
7266	85	+3

Q9-4 I believe the University is committed to equality of opportunity for all of its staff

Total Responses:	Positive %:	Change from 2017:
7297	83	-4

Q9-5a I feel the University acts fairly with regard to recruitment

Total Responses:	Positive %:	Change from 2017:
7172	81	-1

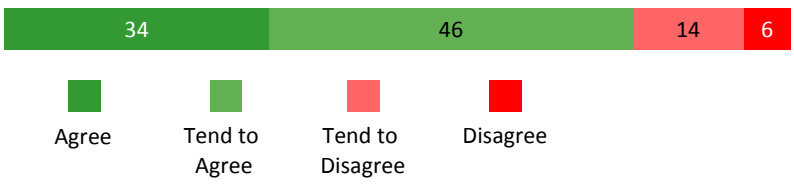
Q9-5b I feel the University acts fairly with regard to career progression/promotion

Total Responses:	Positive %:	Change from 2017:
7132	60	-2

Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance

Total Responses:	Positive %:	Change from 2017:
7057	58	-2

Q9-5d I feel the University acts fairly with regard to training and development



Total Responses:	Positive %:	Change from 2017:
7152	80	-3

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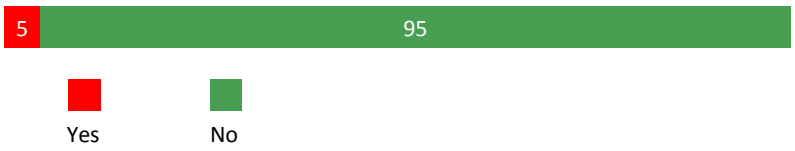
Question Block 9: Dignity at Work

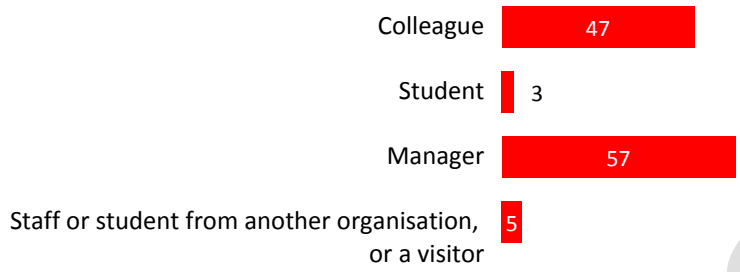
Q9-6 Do you believe you are currently being harassed or bullied at work?

Total Responses:	Positive %:	Change from 2017:
7354	95	0



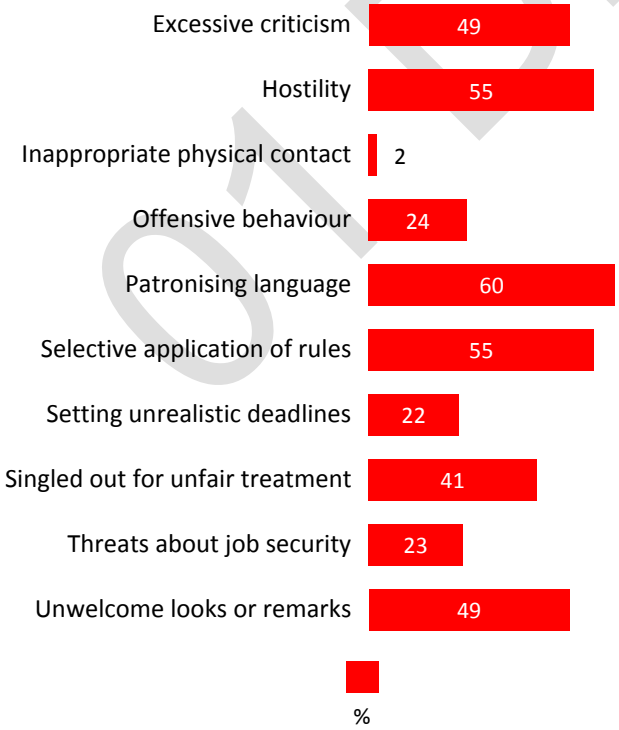
Q9-7 People who said they believe they are currently being harassed or bullied at work (Q9-6) were asked to indicate who the source(s) were:

Total Responses: 333



Q9-8 People who said they believe they are currently being harassed or bullied at work (Q9-6) were asked to indicate what form(s) the harassment and bullying took:

Total Responses: 333



01 Draft

Question Block 9: Dignity at Work

Q9-9 Have you reported being harassed or bullied at work? (Based on people who believe they are currently being harassed or bullied at work - from Q9-6)

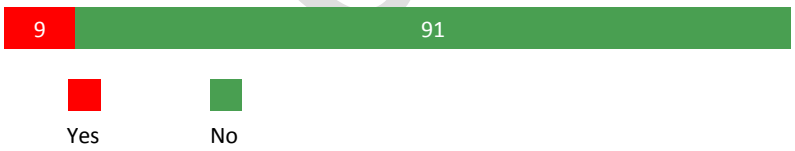
Total Responses:	Positive %:	Change from 2017:
324	37	-4

Q9-10 People who said they had not reported being harassed or bullied at work (Q9-9) were asked to indicate the reason(s) why they did not report:

Total Responses: 205

Q9-11 Have you felt discriminated against at work in the last 12 months?

Total Responses:	Positive %:	Change from 2017:
7283	91	0

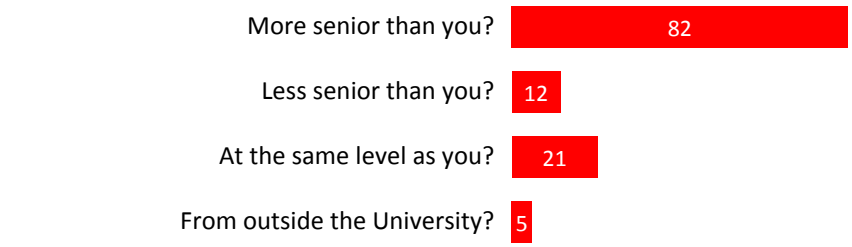


Q1 Draft

Question Block 9: Dignity at Work

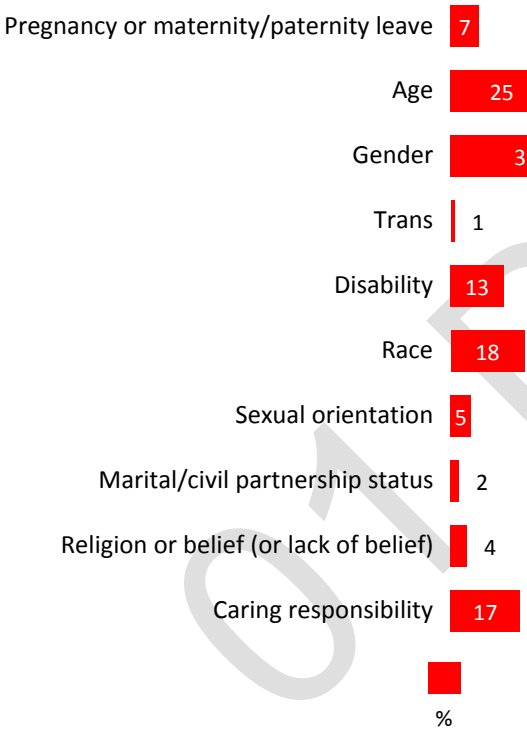
Q9-12 People who said they felt discriminated against at work in the last 12 months (Q9-11) were asked to indicate if the person(s) responsible were:

Total Responses: 656



Q9-13 People who said they felt discriminated against at work in the last 12 months (Q9-11) were asked to indicate the reason(s) why they felt this:

Total Responses: 656



01 Draft

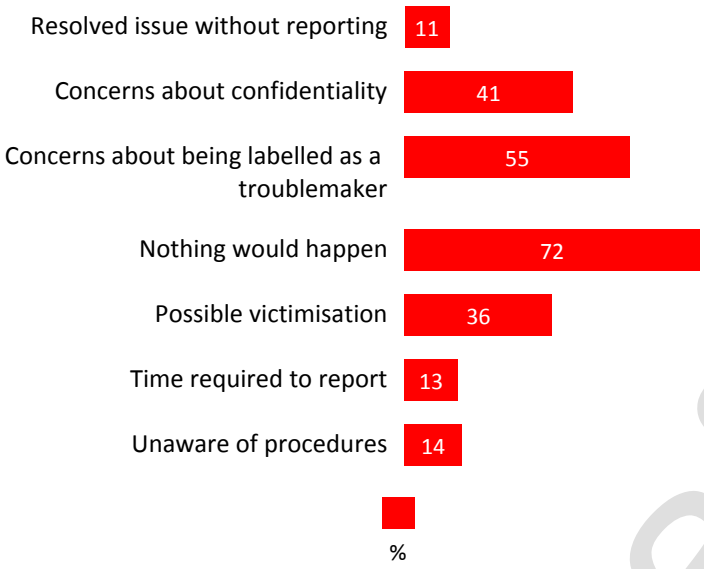
Q9-14 Have you reported feeling discriminated against at work? (Based on people who felt discriminated against at work in the last 12 months - from Q9-11)

Total Responses:	Positive %:	Change from 2017:
625	20	-2

Question Block 9: Dignity at Work

Q9-15 People who said they had not reported being discriminated against at work in the last 12 months (Q9-14) were asked to indicate the reason(s) why they did not report:

Total Responses: 499



01 Draft

Question Block 10: Physical Environment

Q10-1 I feel safe and secure at the University

Total Responses:	Positive %:	Change from 2017:
7316	94	-1

Q10-2 I have a comfortable work space (including temperature, lighting, etc.)

Total Responses:	Positive %:	Change from 2017:
7301	78	-1

Q10-3 I have a place I can go for a break at work

Total Responses:	Positive %:	Change from 2017:
7285	83	+2

Q10-4 Facilities for teaching students are good

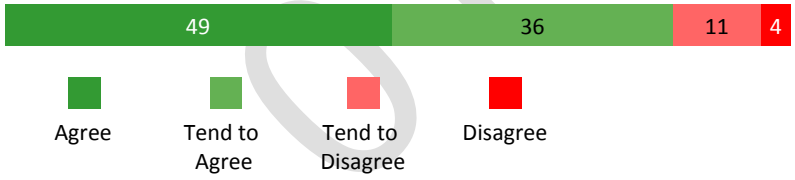
Total Responses:	Positive %:	Change from 2017:
6630	88	+2

Q10-5 Facilities for research are good

Total Responses:	Positive %:	Change from 2017:
6612	91	0

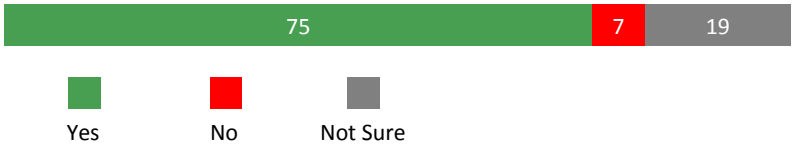
Q10-6 I am aware of the services the University provides to support my well-being

Total Responses:	Positive %:	Change from 2017:
7228	85	+3



Q10-7 Do you know how to report accidents and incidents?

Total Responses:	Positive %:	Change from 2017:
7328	75	+2



Q1 Draft

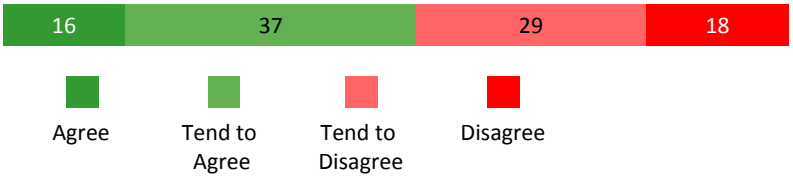
Question Block 11: Managing Change

Q11-1 Generally, change within the University is managed well

Total Responses:	Positive %:	Change from 2017:
7079	48	-6

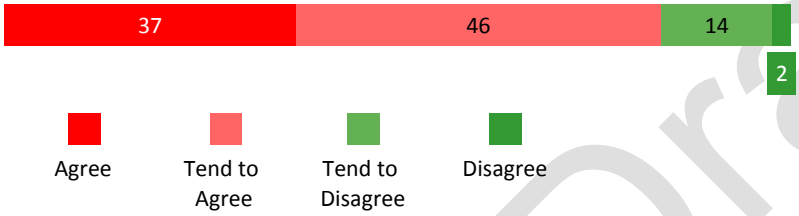
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate

Total Responses:	Positive %:	Change from 2017:
7155	53	-3



Q11-3 Generally, more could be done to help staff prepare for and cope with change

Total Responses:	Positive %:	Change from 2017:
7044	17	-3

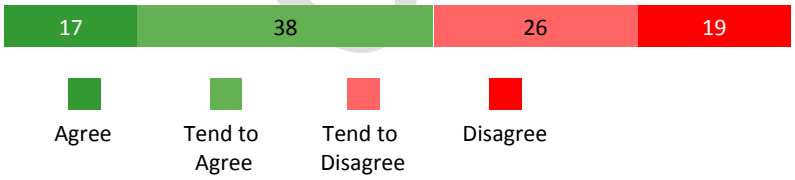


Q11-4 Generally, I have seen some positive changes in the last 12 months

Total Responses:	Positive %:	Change from 2017:
6936	53	-3

Q11-5 Generally, I believe positive action will be taken as a result of this survey

Total Responses:	Positive %:	Change from 2017:
7104	55	-4



Draft

Question Block 12: Acting upon the Survey

Q12-1 I intend to stay working for the University for at least the next three years

Total Responses:	Positive %:
7178	81

Q12-2 I am confident results of the staff survey will be acted upon

Total Responses:	Positive %:
7116	56

Q12-3 I have seen improvements since the last survey

Total Responses:	Positive %:
6612	45

Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results

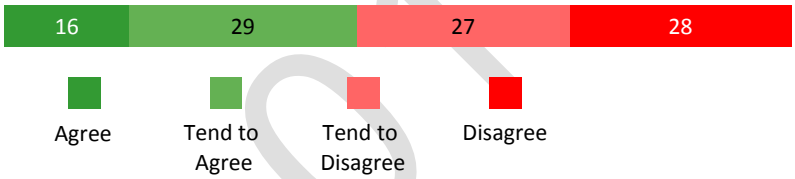
Total Responses:	Positive %:
6791	36

Q12-5 I feel my views are listened to

Total Responses:	Positive %:
6922	51

Q12-6 I have had the opportunity to contribute to action planning activities

Total Responses:	Positive %:
6813	45



01 Draft

Question Block 13: Comments

Q13-1 Please note below the main thing that you feel could be improved at the University: What theme would you say your comment is related to?

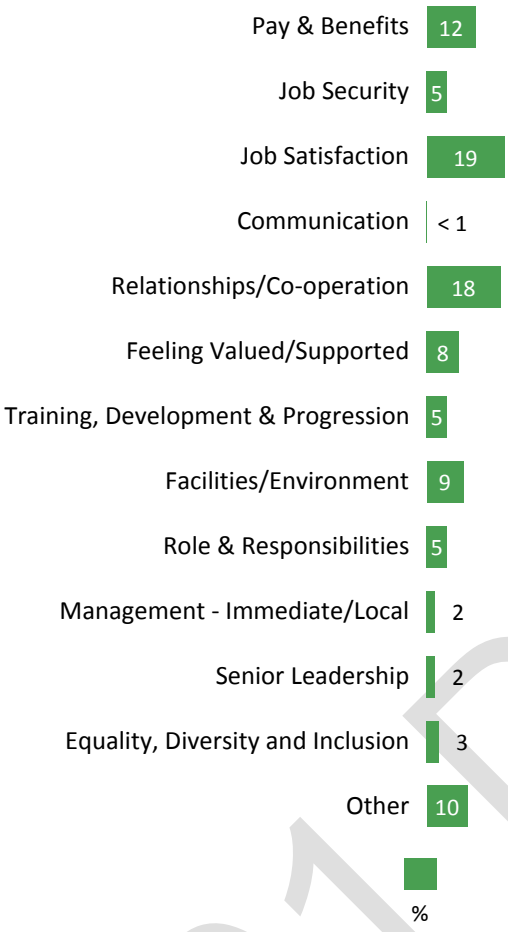
Total Responses: 4265

01 Draft

Question Block 13: Comments

Q13-2 Please note below the main thing that you think is good about working for the University: What theme would you say your comment is related to?

Total Responses: 3765

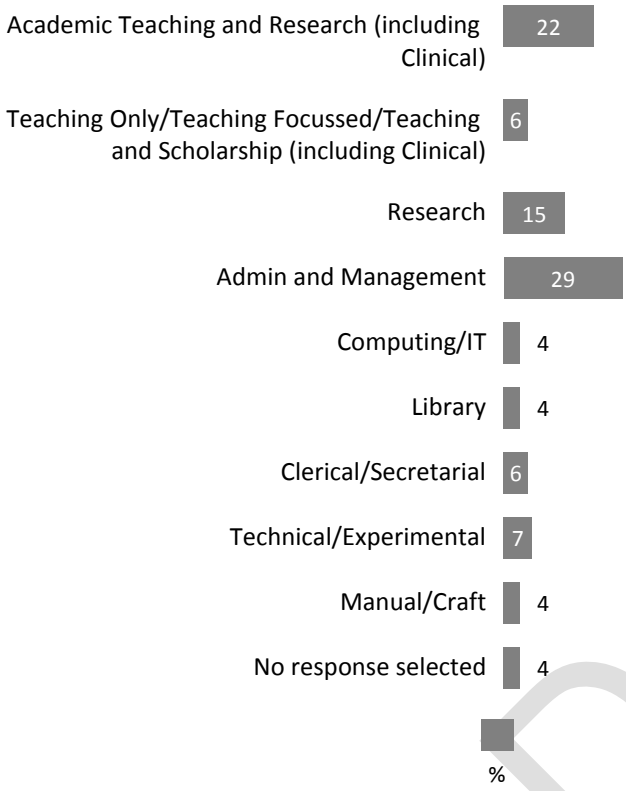


01 Draft

Question Block 14: About Your Role

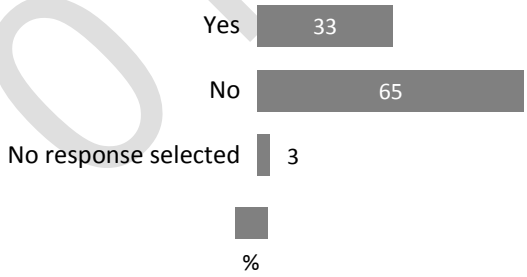
Q14-1 What is your occupation type?

Total Responses: 7424



Q14-2 Do you have management responsibility for staff?

Total Responses: 7424

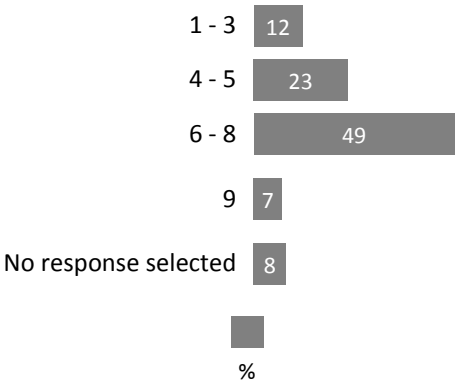


01 Draft

Question Block 14: About Your Role

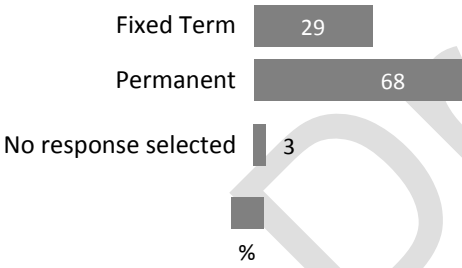
Q14-3 What is your grade?

Total Responses: 7424



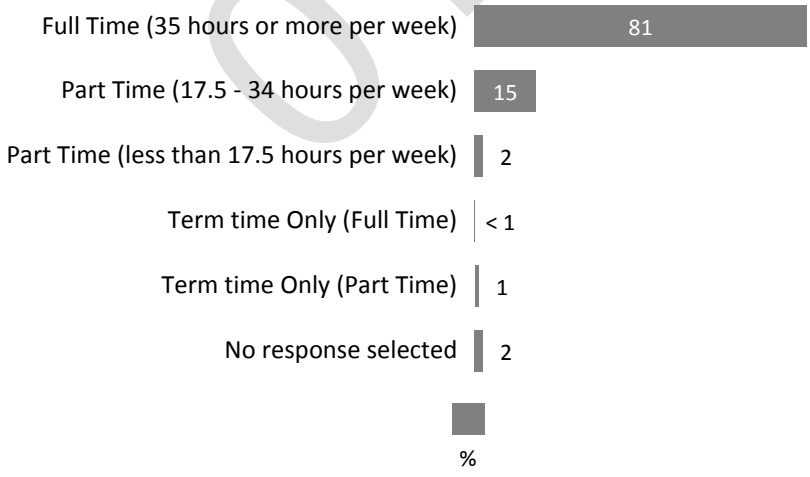
Q14-4 Is your contract?

Total Responses: 7424



Q14-5 Are you contracted to work?

Total Responses: 7424



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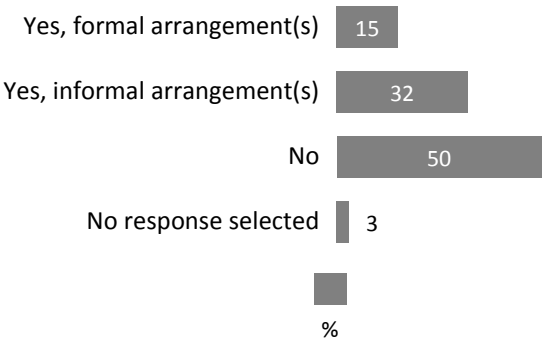
Question Block 14: About Your Role

Q14-6 Do you have any form of flexible working arrangements (e.g. working from home, flexitime, job share, annualised hours, compressed hours)?

Total Responses: 7424

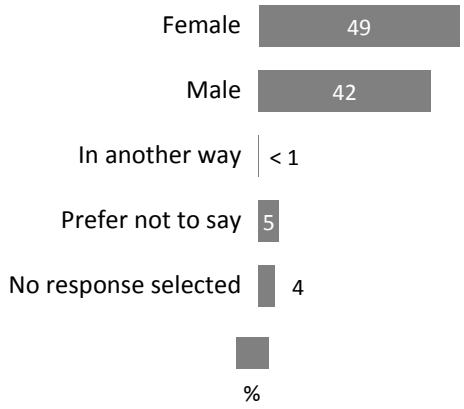


01 Draft

Question Block 15: About You

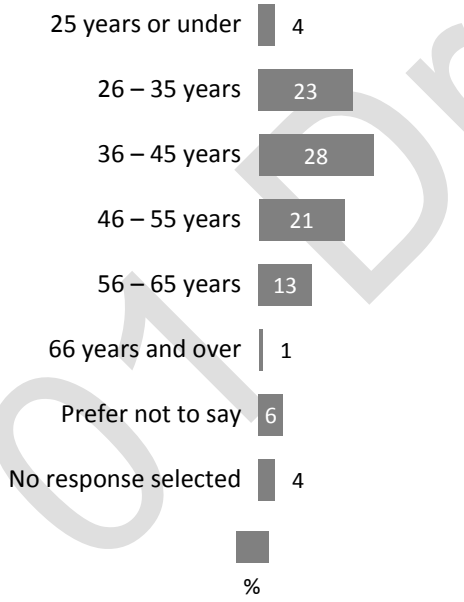
Q15-1 Which of the following describes how you think of yourself?

Total Responses: 7424



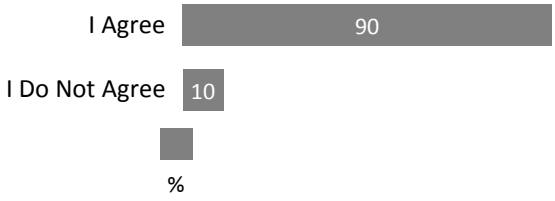
Q15-2 What is your age?

Total Responses: 7424



Do you agree that Capita Surveys and Research can process, store and analyse the responses you have given to special category questions* for this survey in line with the Data Protection Act and GDPR?

Total Responses: 7424



*The special category questions are disability, sexual orientation, ethnicity, gender identity, religion and nationality.

01 Draft

Question Block 15: About You

Q15-3 ETHNICITY: I would describe myself as:

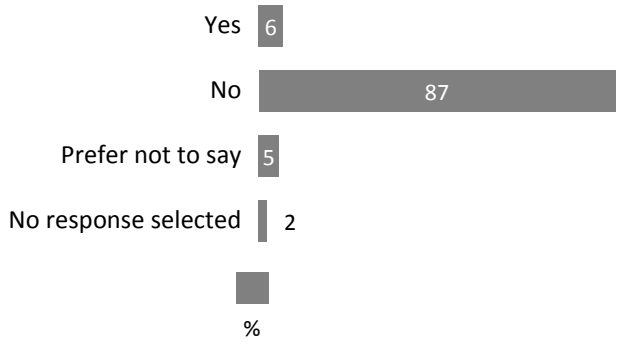
Total Responses: 6656

01 Draft

Question Block 15: About You

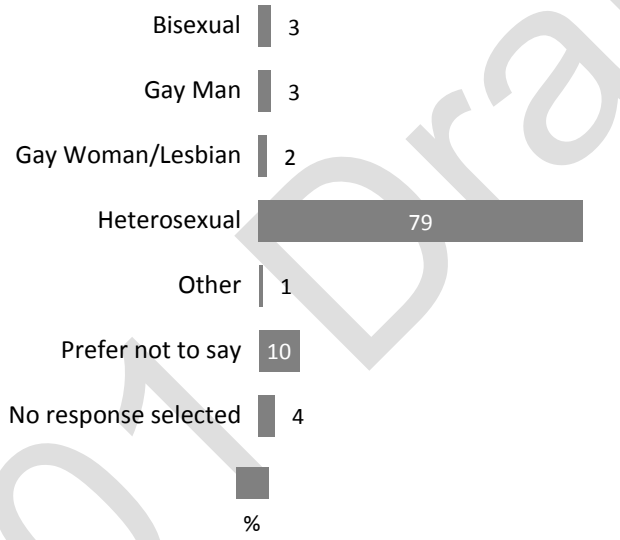
Q15-4 DISABILITY: Do you consider yourself to be disabled within the definition of the Equality Act 2010?

Total Responses: 6656



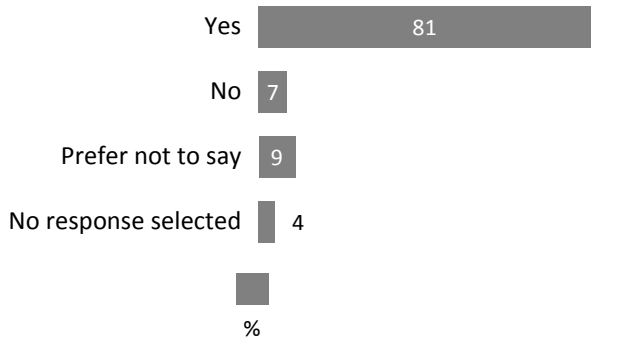
Q15-5 SEXUAL ORIENTATION: I would describe myself as:

Total Responses: 6656



Q15-6 Do you feel comfortable disclosing your sexual orientation in your workplace?

Total Responses: 6656



01 Draft

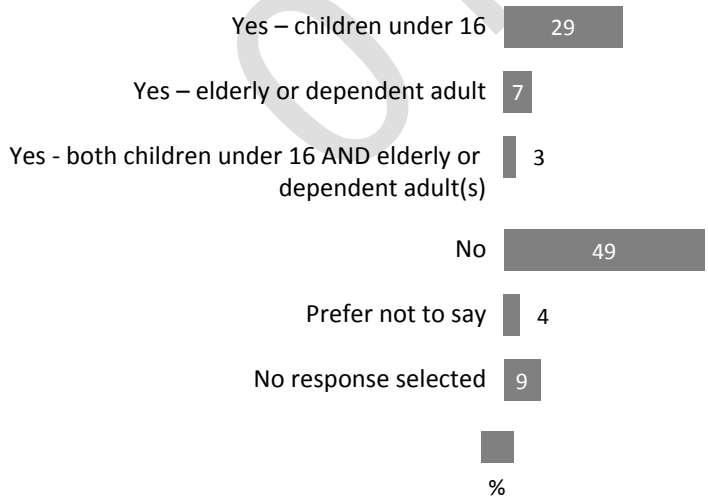
Question Block 15: About You

Q15-7 RELIGION OR BELIEF: Please indicate your religion or belief:

Total Responses: 6656

Q15-8 FAMILY: Do you having caring responsibilities? Please select those that apply

Total Responses: 7424



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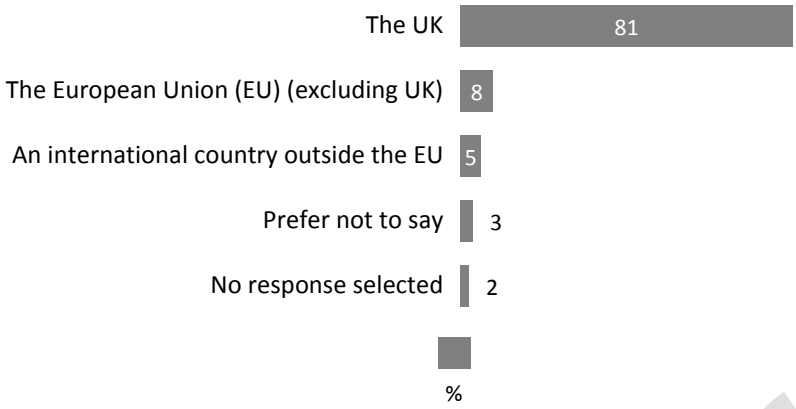
Question Block 15: About You

Q15-9 NATIONALITY: Are you a citizen of..?

Total Responses: 6656



Q15-10 LENGTH OF SERVICE: How long have you worked at The University of Manchester?

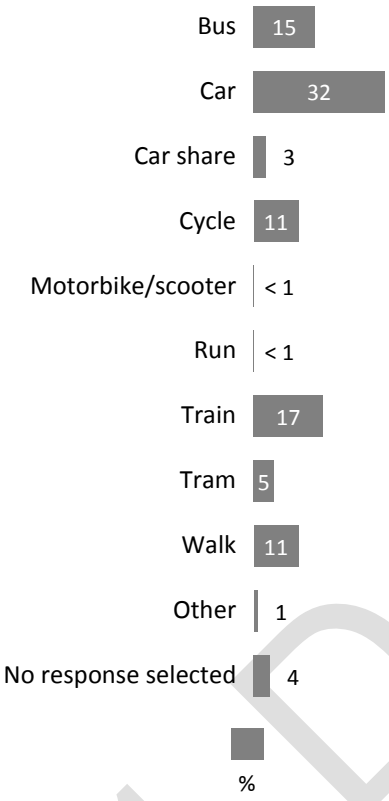
Total Responses: 7424

01 Draft

Question Block 15: About You

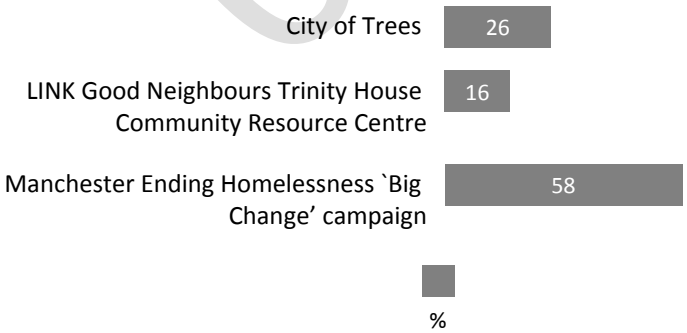
Q15-11 TRAVEL TO WORK: How do you usually travel to work? Please select one option ONLY. If you use more than one mode, then select the one that makes up the largest portion of your journey and/or the one you use most of the time.

Total Responses: 7424



The University will contribute a £1 donation for every completed questionnaire returned to Capita. Please indicate below which charity you would like supported on your behalf by selecting the appropriate box:

Total Responses: 7136

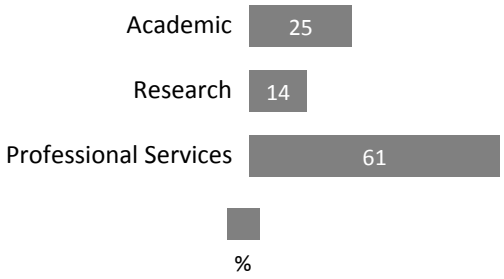


Draft

Question Block 15: About You

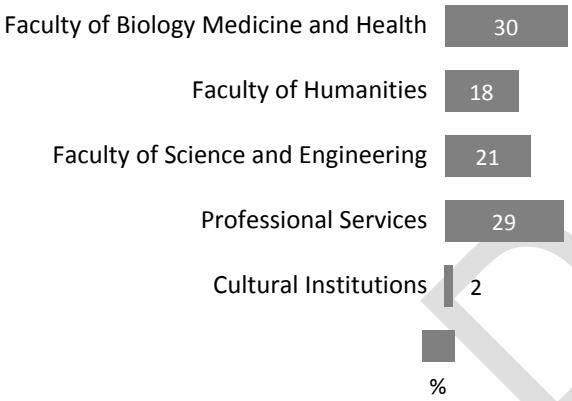
Staff Group

Total Responses: 7424



Level 1 Faculty/Professional Services Directorate/Cultural Institution

Total Responses: 7424

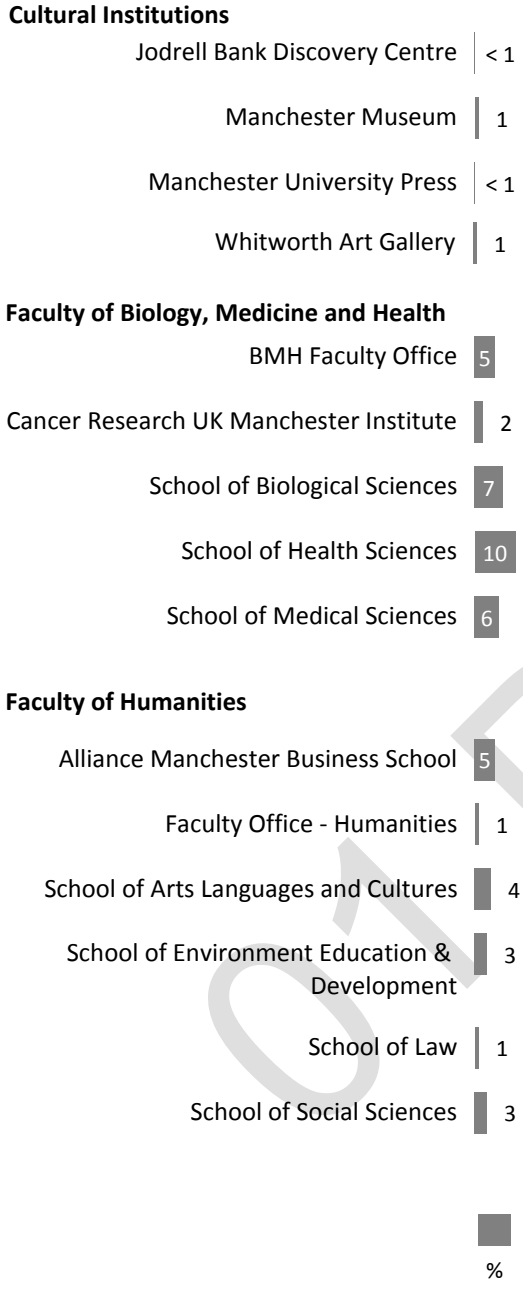


01 Draft

Question Block 15: About You

Level 2 School/Professional Services Department/Cultural Institution

Total Responses: 7424



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Question Block 15: About You

Level 2 School/Professional Services Department/Cultural Institution

Total Responses: 7424

Faculty of Science and Engineering

Faculty Office - Science and Engineering	2
Research Institutes	1
School of Chemical Enginering and Analytical Science	1
School of Chemistry	2
School of Computer Science	1
School of Earth & Environmental Sciences	2
School of Electrical and Electronic Engineering	2
School of Materials	2
School of Mathematics	1
School of Mechanical Aerospace & Civil Engineering	3
School of Physics and Astronomy	3

%

01 Draft

Question Block 15: About You

Level 2 School/Professional Services Department/Cultural Institution

Total Responses: 7424

Professional Services

01 Draft

Question Block 15: About You

Level 3 Division/Department

Total Responses: 3242

Directorate for the Student Experience

Directorate of Estates and Facilities

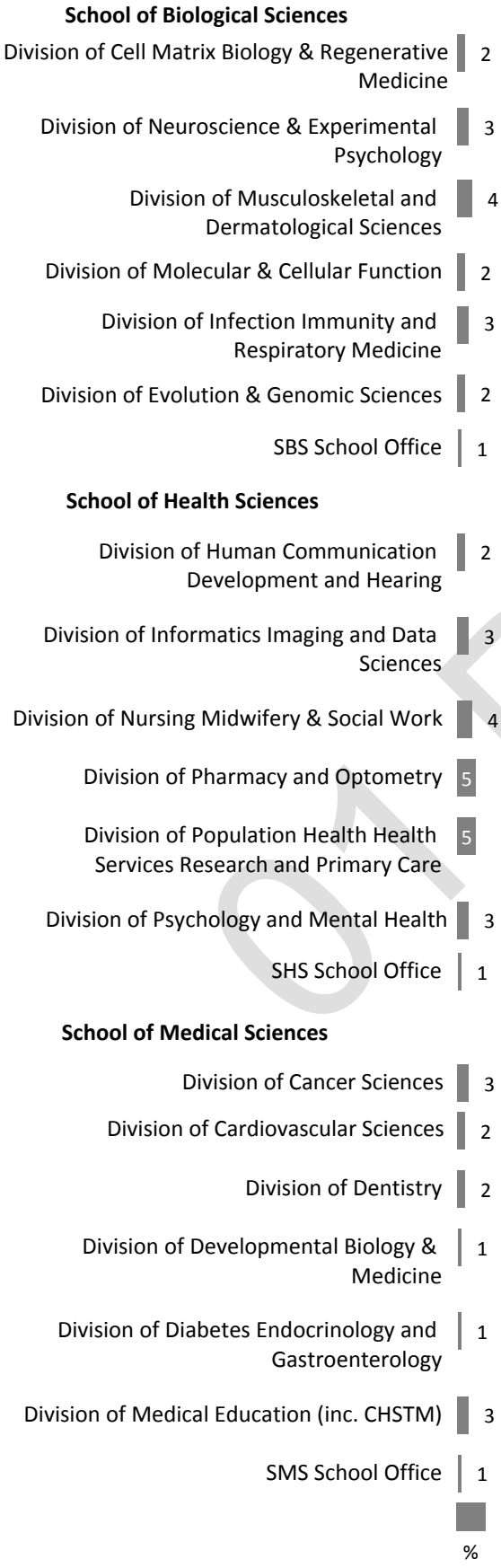
Directorate of IT Services

01 Draft

Question Block 15: About You

Level 3 Division/Department

Total Responses: 3242



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Question Block 15: About You

Level 3 Division/Department

Total Responses: 3242

The University of Manchester Library

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