CAPITA

RAG Report
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The University of Manchester
Directorate of Estates and Facilities RAG Report

Staff Survey 2019

May 2019

Project Number: 8383

CAPITA

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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.

The Directorate of Estates and Facilities achieved a response rate of 59%, i.e. 468 out of the 791 staff invited responded to the survey.

What is in this report

This RAG (Red, Amber, Green) report is designed to give an overview of the survey results at University level and by the Directorate of Estates and Facilities.

Each question is listed in the order it appears in the survey. The figures given are the 'combined positive' i.e. the percentage of respondents who provided a positive response to the question. A higher result indicates a more positive response and a better outcome for the University.

The 'combined positive' result for most questions are calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to the 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, the results for the statement '*Relationships at work are strained'* are displayed for those who said *'Disagree'* or *'Tend to Disagree'* to this statement i.e. the positive perception.

The text has therefore been reworded to *'Relationships at work are **not** strained'* and these questions/statements have been highlighted with *italics* in the tables.

Colour coding is used to identify whether a group has more positive or negative views than the University result.

■	Where a group is at least 10 percentage points worse than the University result, the cell is coloured red.
■	Where a group is between 5 and 10 percentage points worse than the University result, the cell is coloured amber.
■	Where a group is at least 10 percentage points better than the University result, the cell is coloured green.

At the top of the sheet is a count of the number of questions coded red, amber and green for each group.

The RAG report is designed to aid local action planning by understanding whether different groups have particular areas of strength and improvement of their own.

The report includes quantitative data only and not data from qualitative questions (free text questions).

Sub-set questions/statements are only asked of participants meeting certain criteria, usually giving specific response(s) to a previous question, and therefore are answered by a smaller number of participants. To ensure anonymity is maintained, some of the sub-set questions/statements are excluded from this analysis.

However, as a large number of staff 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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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%

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.

Directorate of Estates and Facilities RAG Report

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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).

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					Professional Services / Directorate of Estates and Facilities												
Total Reds					0	2	16	10	17	5	7		17	2	3	22	22	27
Total Ambers					0	6	7	5	15	4	10		7	3	0	14	11	7
Total Greens					13	15	26	50	11	40	29		26	55	35	13	14	16

Question Block	Question	The University of Manchester 2019 %	The University of Manchester 2017 %	+/- Difference %	Professional Services %	Directorate of Estates and Facilities %	Capital Projects / Environment Sustainability %	Car Park Services %	Client Services / Design Services %	Directorate of Estates / Estates Support %	Environmental Services %	Estates Surveying %	Faculty Estates Teams %	Hospitality & Events %	House Services %	Maintenance Services %	Media Services %	Security Services %
	Total number of respondents	7424	7658		2119	468	14	11	30	22	23	<10	16	16	178	85	28	36
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	95	94	100	100	90	95	90		88	100	95	94	93	92
	Q1-2 I feel part of the University	81	82	-1	87	84	93	100	87	91	74		88	94	85	83	89	53
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	82	74	79	100	70	86	71		81	88	76	73	61	47
	Q1-4 I feel valued by the people I work with	81	81	0	83	80	79	100	76	91	84		63	100	85	72	71	61
	Q1-5 I feel I have a good work life balance	70	70	0	82	84	69	100	83	73	89		63	75	89	90	75	69
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	85	78	93	100	70	95	76		100	88	73	73	79	83
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	92	94	93	100	96	100	88		93	93	95	91	93	91
	Q1-8 Research staff are valued as part of the University community	87	88	-1	95	94	100	100	96	100	88		93	93	95	87	93	94
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	70	68	64	100	50	59	75		53	88	85	65	36	36
	Q1-10 Overall, I am satisfied with my job	80	81	-1	83	84	93	100	70	81	89		69	81	92	82	75	75
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	92	90	100	91	90	100	76		100	94	93	83	96	86
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	97	95	86	100	100	95	88		100	100	96	91	100	91
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	99	99	100	100	100	100	94		100	100	98	99	100	97
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	97	93	100	100	100	94		100	100	97	95	100	94
	Q2-5 I feel proud to work for the University	89	91	-2	92	89	93	100	100	93	84		94	100	91	90	79	78
	Q2-6 On the whole, communication in the University is effective	56	62	-6	63	64	64	70	73	41	71		71	73	73	57	57	42
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	60	62	64	82	60	64	63		69	75	70	56	54	33
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	83	80	86	100	70	86	78		63	88	87	77	79	58
	Q2-9 Would you recommend the University to a friend as a place to study?	79			81	85	93	100	76	77	83		100	88	86	82	68	94
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	73	79	86	89	80	73	71		88	88	80	76	71	74
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	74	79	86	89	73	77	76		94	88	80	71	75	79
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	64	71	50	89	57	71	69		81	80	80	68	61	56
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	54	59	57	89	50	59	61		87	80	67	50	43	31
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	66	70	79	89	67	64	67		94	80	77	60	64	46

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Question Block	**Question**	**The University of Manchester 2019 %**	**The University of Manchester 2017 %**	**+/- Difference %**	**Professional Services %**	**Directorate of Estates and Facilities %**	**Capital Projects / Environment Sustainability %**	**Car Park Services %**	**Client Services / Design Services %**	**Directorate of Estates / Estates Support %**	**Environmental Services %**	**Estates Surveying %**	**Faculty Estates Teams %**	**Hospitality & Events %**	**House Services %**	**Maintenance Services %**	**Media Services %**	**Security Services %**
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			69	64	57	78	43	68	73		63	88	74	58	54	50
	Q4-2 My local School or Department or Division is managed well	70			68	66	86	67	48	71	71		60	75	73	68	64	28
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	82	79	79	100	77	91	90		81	87	83	70	57	78
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	79	75	86	90	77	91	74		88	88	79	59	57	75
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	83	81	86	90	73	86	90		80	94	85	72	56	92
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	79	79	86	90	73	86	85		69	94	86	73	57	69
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	79	77	93	90	77	91	84		73	94	77	70	63	63
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	82	77	77	90	77	91	95		80	88	77	74	64	69
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	71	71	57	80	70	73	94		60	100	80	54	54	64
	Q5-8 My immediate line manager helps me develop in my role	73			76	70	57	80	70	86	67		63	80	78	56	61	64
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	73	60	86	33	80	91	38		100	94	47	45	79	72
	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	90	90	92	100	88	95	100		81	93	94	74	91	92
	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	88	84	92	100	75	95	86		81	93	91	64	86	85
	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	67	67	73	33	67	79	67		77	38	76	43	78	68
	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	72	74	55	33	76	74	83		62	77	88	61	78	64
	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	75	78	75	67	67	85	86		69	79	94	56	77	77
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	74	70	64	56	53	82	78		75	75	82	57	64	64
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	73	67	50	67	50	76	82		69	67	78	55	71	64
	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	79	58	79	0	83	73	47		63	87	42	40	89	86
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			19	16	0	0	13	18	20		0	13	21	8	15	36
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			20	20	14	0	10	9	13		0	13	27	14	15	44

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Professional Services / Directorate of Estates and Facilities

Question Block	Question	The University of Manchester 2019 %	The University of Manchester 2017 %	+/- Difference %	Professional Services %	Directorate of Estates and Facilities %	Capital Projects / Environment Sustainability %	Car Park Services %	Client Services / Design Services %	Directorate of Estates / Estates Support %	Environmental Services %	Estates Surveying %	Faculty Estates Teams %	Hospitality & Events %	House Services %	Maintenance Services %	Media Services %	Security Services %
Total number of respondents		7424	7658		2119	468	14	11	30	22	23	<10	16	16	178	85	28	36
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	93	95	93	100	90	100	95		81	100	96	95	96	94
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	93	86	91	87	95	100		69	100	98	91	96	89
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	92	95	93	100	83	95	100		94	100	98	95	93	89
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	95	96	93	100	90	95	100		94	100	96	96	96	94
	Q7-2 I have the information I need to do my job well	83	84	-1	85	88	86	91	83	91	95		81	88	98	75	79	86
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	81	81	86	82	77	90	86		81	88	86	74	57	78
	Q7-4 I feel fairly paid for the work I do	67	67	0	74	69	86	64	53	91	67		88	94	84	33	46	75
	Q7-5 My job security at the University is good	62	70	-8	76	87	86	100	80	77	86		80	100	88	89	86	81
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	84	76	71	82	67	91	71		81	94	87	49	61	78
Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	92	91	100	100	93	100	95		75	100	92	96	82	61
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	85	85	93	91	80	95	86		87	100	87	84	64	83
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	92	91	85	100	83	91	95		94	100	93	89	86	92
	Q8-4 Communications between teams/sections are effective	63	64	-1	65	71	36	100	53	73	75		69	80	82	64	63	69
	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	44	42	29	36	30	55	33		25	57	51	33	39	40
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	70	72	64	91	67	86	67		47	67	74	66	82	72
	Q8-7 Relationships at work are not strained	74	74	0	74	69	50	91	73	95	55		60	100	71	68	68	42
	Q8-8 I am able to take regular breaks on most days	67	67	0	74	75	64	73	70	82	90		63	67	74	78	75	75
	Q8-9 I never feel stressed at work	8	9	-1	14	27	0	55	7	9	41		6	19	43	29	11	6
	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 Q89)	64	68	-4	69	74	71	100	61	85	54		67	91	73	80	80	68

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	Prof Serv	Dir E&F	Capital	Car Park	Client	Dir Est Supp	Environ	Est Surv	Faculty	Hosp	House	Maint	Media	Security
Total Reds	0	2	16	10	17	5	7		17	2	3	22	22	27
Total Ambers	0	6	7	5	15	4	10		7	3	0	14	11	7
Total Greens	13	15	26	50	11	40	29		26	55	35	13	14	16

Professional Services / Directorate of Estates and Facilities

Question Block	Question	UoM 2019 %	UoM 2017 %	+/- Diff %	Professional Services %	Directorate of Estates and Facilities %	Capital Projects / Environment Sustainability %	Car Park Services %	Client Services / Design Services %	Directorate of Estates / Estates Support %	Environmental Services %	Estates Surveying %	Faculty Estates Teams %	Hospitality & Events %	House Services %	Maintenance Services %	Media Services %	Security Services %
Total number of respondents		7424	7658		2119	468	14	11	30	22	23	<10	16	16	178	85	28	36
Question Block 9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	76	73	86	73	80	86	75		100	69	73	57	57	92
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7	87	86	79	82	83	91	90		100	93	87	77	86	100
	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	87	88	79	73	93	91	90		88	93	90	82	82	97
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	86	85	93	91	83	82	85		88	93	89	80	93	69
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	79	77	93	80	76	82	60		63	100	83	63	89	69
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	63	62	43	78	43	64	59		63	93	69	59	46	62
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	60	57	64	78	46	82	71		63	79	63	35	50	50
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	77	71	50	78	41	82	74		79	71	79	62	71	81
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	95	93	100	100	79	100	90		81	100	95	96	85	83
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	92	89	86	100	90	100	95		94	100	88	85	93	81
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	95	94	100	100	93	86	95		94	100	96	96	93	78
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	75	81	64	100	77	59	94		100	100	97	82	68	31
	Q10-3 I have a place I can go for a break at work	83	81	2	84	88	71	75	73	64	100		81	93	96	96	78	86
	Q10-4 Facilities for teaching students are good	88	86	2	94	96	92	86	100	100	89		100	100	95	98	89	94
	Q10-5 Facilities for research are good	91	91	0	96	97	92	100	96	100	89		100	100	97	98	96	97
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	91	87	100	75	83	86	94		100	100	87	80	92	78
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	82	95	93	86	93	95	100		94	94	98	93	89	100
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	55	71	50	90	60	59	74		63	100	80	65	71	58
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	62	67	69	90	50	71	78		63	93	72	62	61	53
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	15	16	7	10	14	5	18		19	14	20	14	22	11
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	64	60	36	70	32	62	47		64	86	65	54	68	64
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	62	58	57	100	46	59	47		60	86	66	44	52	36
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			84	89	64	91	72	90	85		88	85	92	93	82	91
	Q12-2 I am confident results of the staff survey will be acted upon	56			64	62	50	100	52	62	58		63	85	73	51	57	37
	Q12-3 I have seen improvements since the last survey	45			56	50	50	100	46	50	61		47	75	58	36	54	23
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			52	47	71	29	52	57	39		69	75	44	36	44	51
	Q12-5 I feel my views are listened to	51			59	50	50	67	43	52	53		60	83	59	35	44	29
	Q12-6 I have had the opportunity to contribute to action planning activities	45			56	45	50	33	45	62	39		60	62	43	36	44	50