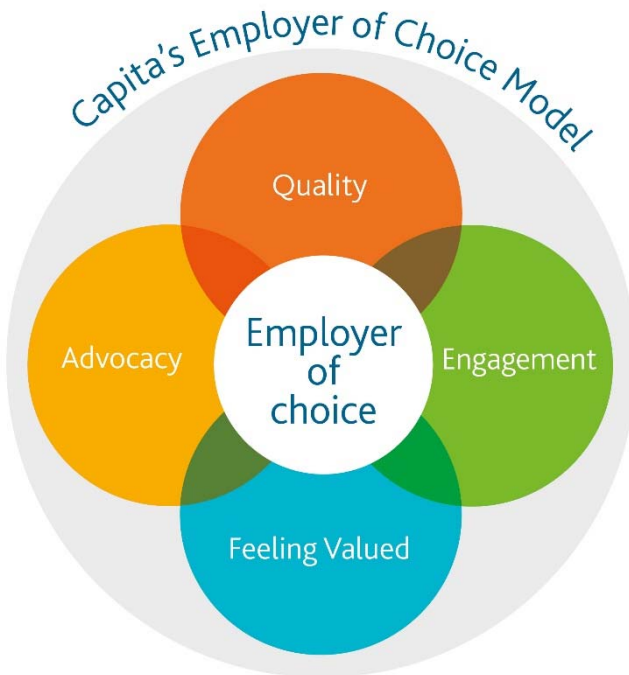


Area of Work Report
**Delivering quality survey,
research and analysis solutions**



Directorate for the Student Experience
SDCE, TLSO & Directorate Office

Staff Survey 2019

June 2019

Project Number: 8383

CAPITA

Organisational Contact Information

Address:

Capita Surveys and Research
Spa House
Hookstone Park
Harrogate
North Yorkshire
HG2 7DB

Tel: 01423 818700

Fax: 01423 818777

Web: www.capitasurveys.co.uk

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The University of Manchester

DSE SDCE, TLSO & Directorate Office

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.

Response Rate

The SDCE, TLSO & Directorate Office achieved a response rate of 87% i.e. 67 out of 77 employees responded to the survey.

Presentation of results

This report presents a summary of the results for the SDCE, TLSO & Directorate Office, referred to as area of work (AoW) throughout this report.

Part A: Areas of Strength and Areas for Improvement

All positive perceptions for the primary questions/statements in the 2019 survey in descending ranked order. All results are colour coded to help to identify areas of strength or opportunities for improvement. A comparison to the 2017 results is included.

Part B: Area of Work Results compared to the University Results

A table of results designed to give an overview of the survey results at University level and by Area of Work. Results for the area of work are colour coded red, amber or green and show a comparison to the University question results.

Part C: Area of Work Results in Frequency Data Format

This format provides figures for the number and percentage of respondents to each individual question, encompassing all response options, for example a count and percentage would be given for each of 'Agree', 'Tend to agree', 'Tend to disagree' and 'Disagree'.

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 SDCE, TLSO & Directorate Office are within $\pm 2\%$ (the confidence interval), for each question.

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 survey results, the whole numbers for each result, following the rounding of the raw figures, are used.

Part A: 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 area of work. 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 table presents results in ranked in descending order i.e. the most positive responses appear at the top of the list. The question/statement results are colour coded to help to identify areas of strength or opportunities for improvement.

Cells displaying question results are colour coded red, amber or green according to the percentage of respondents giving a positive response:

GREEN indicates 'strength' - agreement from 75% or more of staff

AMBER indicates 'opportunities for improvement' - agreement from between 51% and 74% of staff

RED indicates 'areas for improvement' - agreement from 50% or fewer staff.

Calculating the 'combined positive' perceptions

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.

Area of Work: SDCE TLSO and Directorate Office

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	Improvements: 22
■ 51% - 74% = Opportunity for improvement	No change: 6
■ 50% or lower = Needs improvement	Deteriorations: 52

Question	Total number of responses:		Per Diff +/-
	2019 %	2017 %	
Q2-2 I agree with the University Core Goal to support world-leading research	100	95	5
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	100	98	2
Q2-4 I agree with the University Core Goal to make a positive contribution to society	100	97	3
Q9-6 I am not currently being harassed or bullied at work	99	95	4
Q10-6 I am aware of the services the University provides to support my well-being	99	93	6
Q10-5 Facilities for research are good	98	100	-2
Q1-1 The University is a good place to work	97	98	-1
Q1-2 I feel part of the University	97	98	-1
Q1-8 Research staff are valued as part of the University community	97	100	-3
Q8-3 I am satisfied with the support I get from my work colleagues	97	93	4
Q10-4 Facilities for teaching students are good	97	98	-1
Q2-1 I understand what the core goals of the University are	96	98	-2
Q7-1d I have a clear understanding about expected standards of behaviour	96	98	-2
Q7-6 Overall, I feel the University offers a good pay and benefits package	96	92	4
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	96	93	3
Q2-5 I feel proud to work for the University	95	95	0
Q8-1 I can decide on my own how to go about doing my work	94	97	-3
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)	93	87	6
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)	93	85	8
Q9-11 I have not felt discriminated against at work in the last 12 months	93	93	0
Q1-6 I am interested in the University; to me it's not just a job	92	97	-5
Q1-10 Overall, I am satisfied with my job	91	90	1
Q7-1c I have a clear understanding about expected standards of performance	91	95	-4
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	91	93	-2
Q1-3 I feel part of my School/PS Directorate/cultural institution	90	97	-7
Q1-4 I feel valued by the people I work with	90	90	0
Q2-8 Would you recommend the University to a friend as a place to work?	90	98	-8
Q5-1 My immediate line manager gives me recognition for work done well	90	90	0

Area of Work: SDCE TLSO and Directorate Office

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

Improvements:	22
No change:	6
Deteriorations:	52

Question	Total number of responses:		Per Diff +/-
	2019 %	2017 %	
Q10-1 I feel safe and secure at the University	90	97	-7
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)?	88	79	9
Q7-1a I have a clear understanding about my role within the University	88	95	-7
Q9-4 I believe the University is committed to equality of opportunity for all of its staff	88	89	-1
Q1-7 Teaching staff are valued as part of the University community	87	96	-9
Q5-6 My immediate line manager helps me find a good work-life balance	87	87	0
Q7-1b I have a clear understanding about what I am expected to achieve in my job	87	92	-5
Q8-2 I am satisfied with the support I get from my immediate manager	87	95	-8
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	87	90	-3
Q5-2 My immediate line manager provides me with feedback about my performance	85	93	-8
Q1-5 I feel I have a good work life balance	84	80	4
Q2-9 Would you recommend the University to a friend as a place to study?	84		
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	84	87	-3
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)	84	83	1
Q7-2 I have the information I need to do my job well	84	93	-9
Q5-7 My immediate line manager deals with poor performance effectively	83	73	10
Q1-9 Professional services staff are valued as part of the University community	82	80	2
Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	82		
Q5-3 My immediate line manager keeps me informed about things I should know about	82	92	-10
Q8-7 Relationships at work are not strained	82	82	0
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	81	88	-7
Q9-5a I feel the University acts fairly with regard to recruitment	81	88	-7
Q10-7 Do you know how to report accidents and incidents?	81	90	-9
Q5-4 My immediate line manager communicates effectively with me and my team	78	89	-11
Q9-5d I feel the University acts fairly with regard to training and development	76	85	-9
Q11-5 Generally, I believe positive action will be taken as a result of this survey	76	85	-9
Q5-8 My immediate line manager helps me develop in my role	75		
Q7-4 I feel fairly paid for the work I do	75	64	11
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	75	92	-17
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	73	84	-11
Q7-3 I am well informed about what is happening in the team/section I work in	73	85	-12
Q8-6 I am able to handle all the conflicting demands on my time at work	72	67	5
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)	71	55	16
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)	71	73	-2
Q6-7 I am satisfied with my current level of learning and development	71	90	-19

Area of Work: SDCE TLSO and Directorate Office

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

Improvements:	22
No change:	6
Deteriorations:	52

Question	Total number of responses:		Per Diff +/-
	2019 %	2017 %	
Q12-1 I intend to stay working for the University for at least the next three years	71		
Q3-1 The President's Senior Leadership Team manage and lead the University well	70	98	-28
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	70	91	-21
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)	70	68	2
Q12-3 I have seen improvements since the last survey	69		
Q11-4 Generally, I have seen some positive changes in the last 12 months	68	72	-4
Q12-2 I am confident results of the staff survey will be acted upon	68		
Q12-5 I feel my views are listened to	68		
Q4-2 My local School or Department or Division is managed well	67		
Q8-8 I am able to take regular breaks on most days	67	69	-2
Q12-6 I have had the opportunity to contribute to action planning activities	64		
Q3-3 The President's Senior Leadership Team support new ideas for improving services	63	86	-23
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	60	84	-24
Q12-4 I have taken part in discussions within my School/ Directorate/Department/cultural institution about our staff survey results	60		
Q9-5b I feel the University acts fairly with regard to career progression/promotion	59	66	-7
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	59	64	-5
Q8-4 Communications between teams/sections are effective	58	80	-22
Q7-5 My job security at the University is good	56	80	-24
Q10-3 I have a place I can go for a break at work	54	70	-16
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	67	-14
Q2-6 On the whole, communication in the University is effective	52	70	-18
Q2-7 There are effective channels for me to feed my views upwards in the University	51	61	-10
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	51	83	-32
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	43	32	11
Q11-1 Generally, change within the University is managed well	41	56	-15
Q6-11 In the past 12 months, have you received any work-related coaching?	19		
Q6-10 In the past 12 months, have you received any work-related mentoring?	16		
Q11-3 Generally, more could not be done to help staff prepare for and cope with change	14	22	-8
Q8-9 I never feel stressed at work	6	5	1

Part B: Area of Work Results compared to the University Results

This part of the report, known as RAG (Red, Amber, Green) tables, is designed to give an overview of the survey results at area of work level compared to the University results.

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.

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 in grey 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 a group has 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.

The table below shows the ‘combined positive’ i.e. the percentage of respondents answering ‘Agree’ and ‘Tend to Agree’ (or ‘Yes’) to positively worded questions or ‘Disagree’ and ‘Tend to Disagree’ (or ‘No’) to negatively worded questions, unless otherwise stated in the question text.

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).

The data is categorised by The University of Manchester 2019, 2017, and the difference between the results, then by Professional Services Directorates, by Directorate and by area of work. The coloured cells indicate a difference to the overall organisation score.

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

		Total number of respondents			Total Reds	0	0	2
		7424	7658		Total Ambers	0	1	4
					Total Greens	13	17	26
Question		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Professional Services Directorates	2119	497	67
		%	%	%	Directorate for the Student Experience			
					SDCE TISO and Directorate Office			
					%	%	%	
1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	95	96	97	
	Q1-2 I feel part of the University	81	82	-1	87	89	97	
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	82	84	90	
	Q1-4 I feel valued by the people I work with	81	81	0	83	83	90	
	Q1-5 I feel I have a good work life balance	70	70	0	82	83	84	
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	85	83	92	
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	92	91	87	
	Q1-8 Research staff are valued as part of the University community	87	88	-1	95	96	97	
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	70	78	82	
	Q1-10 Overall, I am satisfied with my job	80	81	-1	83	86	91	
2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	92	93	96	
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	97	98	100	
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	99	99	100	
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	98	100	
	Q2-5 I feel proud to work for the University	89	91	-2	92	93	95	
	Q2-6 On the whole, communication in the University is effective	56	62	-6	63	62	52	
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	60	62	51	
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	83	82	90	
	Q2-9 Would you recommend the University to a friend as a place to study?	79			81	85	84	

Total Reds
Total Ambers
Total Greens

0	0	2
0	1	4
13	17	26

		Total number of respondents			7424	7658		2119	497	67
Question		The University of Manchester 2019	The University of Manchester 2017	+/- Difference			Professional Services Directorates	Directorate for the Student Experience	SDCE TISO and Directorate Office	
		%	%	%			%	%	%	
3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6			73	73	70	
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8			74	77	70	
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4			64	60	63	
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5			54	54	51	
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7			66	64	60	
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	76	82	
	Q4-2 My local School or Department or Division is managed well	70					68	68	67	
5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2			82	79	90	
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0			79	77	85	
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1			83	83	82	
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1			79	77	78	
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1			79	79	81	
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2			82	79	87	
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1			71	71	83	
	Q5-8 My immediate line manager helps me develop in my role	73					76	73	75	

Total Reds
Total Ambers
Total Greens

0	0	2
0	1	4
13	17	26

		Total number of respondents			2119	497	67
		7424	7658				
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Professional Services Directorates	Directorate for the Student Experience	SDCE TISO and Directorate Office
Question		%	%	%	%	%	%
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	73	84
	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	91	93
	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	89	93
	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	64	71
	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	67	71
	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	74	84
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	74	73	71
	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	72	73
	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	80	88
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			19	16	16
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			20	16	19

7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	93	93	88
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	92	87
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	92	93	91
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	95	97	96
	Q7-2 I have the information I need to do my job well	83	84	-1	85	88	84
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	81	80	73
	Q7-4 I feel fairly paid for the work I do	67	67	0	74	76	75
	Q7-5 My job security at the University is good	62	70	-8	76	68	56
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	84	88	96

Total Reds
Total Ambers
Total Greens

0	0	2
0	1	4
13	17	26

		Total number of respondents			7424	7658		2119	497	67
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference				Professional Services Directorates	Directorate for the Student Experience	SDCE TISO and Directorate Office
Question		%	%	%	%	%	%	%	%	%
8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	92	91	94			
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	85	82	87			
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	92	93	97			
	Q8-4 Communications between teams/sections are effective	63	64	-1	65	63	58			
	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	45	43			
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	70	71	72			
	Q8-7 Relationships at work are not strained	74	74	0	74	74	82			
	Q8-8 I am able to take regular breaks on most days	67	67	0	74	72	67			
	Q8-9 I never feel stressed at work	8	9	-1	14	10	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 Q8-9)	64	68	-4	69	68	70			
9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	76	81	87			
	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	91	96			
	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	91	91			
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	86	87	88			
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	79	80	81			
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	63	64	59			
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	60	62	59			
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	77	80	76			
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	95	95	99			
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	92	92	93			
10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	95	94	90			
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	75	77	75			
	Q10-3 I have a place I can go for a break at work	83	81	2	84	82	54			
	Q10-4 Facilities for teaching students are good	88	86	2	94	96	97			
	Q10-5 Facilities for research are good	91	91	0	96	97	98			
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	91	95	99			
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	82	88	81			

Total Reds
Total Ambers
Total Greens

0	0	2
0	1	4
13	17	26

Total number of respondents 7424 7658

Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	
	%	%	%	
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

2119	497	67
Professional Services Directorates	Directorate for the Student Experience	SDCE TISO and Directorate Office
%	%	%
55	54	41
62	66	53
15	14	14
64	62	68
62	64	76

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		

84	81	71
64	65	68
56	60	69
52	53	60
59	62	68
56	56	64

Part C: Area of Work Results in Frequency Data Format

This part of the report provides figures for the number and percentage of respondents to each individual question, encompassing all response options. For example a count and percentage would be given for each of 'Agree', 'Tend to agree', 'Tend to disagree' and 'Disagree'.

Each section displays questions in table 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.

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. For the same reason, the background/demographic details of the individuals responding to the survey are also excluded.

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.

Where data is available (i.e. the same question was asked in 2017), staff survey responses for the previous year are provided for comparison. Not all questions in the 2019 Survey were asked in 2017.

Area of Work: SDCE TLSO and Directorate Office

Question Block 1: Job Satisfaction

	2019		2017	
Q1-1	<i>The University is a good place to work</i>			
Agree	45	67%	44	72%
Tend to Agree	20	30%	16	26%
Tend to Disagree	2	3%	1	2%
Total:	67		61	
Q1-2	<i>I feel part of the University</i>			
Agree	43	64%	39	64%
Tend to Agree	22	33%	21	34%
Tend to Disagree	1	1%	1	2%
Disagree	1	1%	0	0%
Total:	67		61	
Q1-3	<i>I feel part of my School/PS Directorate/cultural institution</i>			
Agree	38	57%	44	73%
Tend to Agree	22	33%	14	23%
Tend to Disagree	4	6%	1	2%
Disagree	3	4%	1	2%
Total:	67		60	
Q1-4	<i>I feel valued by the people I work with</i>			
Agree	32	48%	39	64%
Tend to Agree	28	42%	16	26%
Tend to Disagree	3	4%	6	10%
Disagree	4	6%	0	0%
Total:	67		61	
Q1-5	<i>I feel I have a good work life balance</i>			
Agree	30	45%	21	35%
Tend to Agree	26	39%	27	45%
Tend to Disagree	11	16%	11	18%
Disagree	0	0%	1	2%
Total:	67		60	
Q1-6	<i>I'm not interested in the University; to me it's just a job</i>			
Agree	2	3%	0	0%
Tend to Agree	3	5%	2	3%
Tend to Disagree	22	33%	17	29%
Disagree	39	59%	40	68%
Total:	66		59	
Q1-7	<i>Teaching staff are valued as part of the University community</i>			
Agree	26	39%	28	49%
Tend to Agree	32	48%	27	47%
Tend to Disagree	7	10%	2	4%
Disagree	2	3%	0	0%
Total:	67		57	

Area of Work: SDCE TLSO and Directorate Office**Question Block 1: Job Satisfaction**

	2019		2017	
Q1-8	<i>Research staff are valued as part of the University community</i>			
Agree	42	64%	38	66%
Tend to Agree	22	33%	20	34%
Tend to Disagree	2	3%	0	0%
Total:	66		58	
Q1-9	<i>Professional services staff are valued as part of the University community</i>			
Agree	12	18%	15	25%
Tend to Agree	42	64%	34	56%
Tend to Disagree	7	11%	10	16%
Disagree	5	8%	2	3%
Total:	66		61	
Q1-10	<i>Overall, I am satisfied with my job</i>			
Agree	27	40%	30	49%
Tend to Agree	34	51%	25	41%
Tend to Disagree	4	6%	5	8%
Disagree	2	3%	1	2%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office**Question Block 2: University Goals and Values**

	2019		2017	
Q2-1	<i>I understand what the core goals of the University are</i>			
Agree	49	73%	39	64%
Tend to Agree	15	22%	21	34%
Tend to Disagree	3	4%	1	2%
Total:	67		61	
Q2-2	<i>I agree with the University Core Goal to support world-leading research</i>			
Agree	49	73%	45	75%
Tend to Agree	18	27%	12	20%
Tend to Disagree	0	0%	3	5%
Total:	67		60	
Q2-3	<i>I agree with the University Core Goal to deliver outstanding teaching, learning and student experience</i>			
Agree	58	87%	51	85%
Tend to Agree	9	13%	8	13%
Tend to Disagree	0	0%	1	2%
Total:	67		60	
Q2-4	<i>I agree with the University Core Goal to make a positive contribution to society</i>			
Agree	56	84%	50	82%
Tend to Agree	11	16%	9	15%
Tend to Disagree	0	0%	2	3%
Total:	67		61	
Q2-5	<i>I feel proud to work for the University</i>			
Agree	42	65%	42	69%
Tend to Agree	20	31%	16	26%
Tend to Disagree	3	5%	2	3%
Disagree	0	0%	1	2%
Total:	65		61	
Q2-6	<i>On the whole, communication in the University is effective</i>			
Agree	7	10%	5	8%
Tend to Agree	28	42%	38	62%
Tend to Disagree	20	30%	13	21%
Disagree	12	18%	5	8%
Total:	67		61	
Q2-7	<i>There are effective channels for me to feed my views upwards in the University</i>			
Agree	11	16%	8	13%
Tend to Agree	23	34%	29	48%
Tend to Disagree	23	34%	19	31%
Disagree	10	15%	5	8%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office**Question Block 2: University Goals and Values**

	2019		2017	
Q2-8	<i>Would you recommend the University to a friend as a place to work?</i>			
Yes	60	90%	54	98%
No	3	4%	1	2%
Don't Know	4	6%	0	0%
Total:	67		55	
Q2-9	<i>Would you recommend the University to a friend as a place to study?</i>			
Yes	56	84%		
No	1	1%		
Don't Know	10	15%		
Total:	67			

Area of Work: SDCE TLSO and Directorate Office

Question Block 3: Senior Leadership

	2019		2017	
Q3-1	<i>The President's Senior Leadership Team manage and lead the University well</i>			
Agree	11	16%	20	36%
Tend to Agree	36	54%	35	63%
Tend to Disagree	10	15%	0	0%
Disagree	6	9%	1	2%
Don't Know	4	6%	0	0%
Total:	67		56	
Q3-2	<i>The President's Senior Leadership Team set out a clear vision of where the organisation is headed</i>			
Agree	15	23%	21	38%
Tend to Agree	31	47%	30	54%
Tend to Disagree	10	15%	5	9%
Disagree	6	9%	0	0%
Don't Know	4	6%	0	0%
Total:	66		56	
Q3-3	<i>The President's Senior Leadership Team support new ideas for improving services</i>			
Agree	9	13%	16	31%
Tend to Agree	33	49%	28	55%
Tend to Disagree	12	18%	6	12%
Disagree	5	7%	1	2%
Don't Know	8	12%	0	0%
Total:	67		51	
Q3-4	<i>The President's Senior Leadership Team listen to and respond to the views of staff</i>			
Agree	8	12%	11	23%
Tend to Agree	26	39%	29	60%
Tend to Disagree	20	30%	6	13%
Disagree	7	10%	2	4%
Don't Know	6	9%	0	0%
Total:	67		48	
Q3-5	<i>The President's Senior Leadership Team communicate well and keep staff informed on important issues</i>			
Agree	8	12%	15	27%
Tend to Agree	32	48%	31	56%
Tend to Disagree	15	22%	6	11%
Disagree	10	15%	3	5%
Don't Know	2	3%	0	0%
Total:	67		55	

Area of Work: SDCE TLSO and Directorate Office**Question Block 4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management**

		2019	2017
Q4-1	<i>My Faculty or Professional Service Directorate or cultural institution is managed well</i>		
	Agree	26	39%
	Tend to Agree	29	43%
	Tend to Disagree	5	7%
	Disagree	4	6%
	Don't Know	3	4%
	Total:	67	
Q4-2	<i>My local School or Department or Division is managed well</i>		
	Agree	28	42%
	Tend to Agree	17	25%
	Tend to Disagree	8	12%
	Disagree	9	13%
	Don't Know	5	7%
	Total:	67	

Area of Work: SDCE TLSO and Directorate Office

Question Block 5: My Manager

	2019		2017	
Q5-1	<i>My immediate line manager gives me recognition for work done well</i>			
Agree	40	60%	36	59%
Tend to Agree	20	30%	19	31%
Tend to Disagree	5	7%	3	5%
Disagree	2	3%	3	5%
Total:	67		61	
Q5-2	<i>My immediate line manager provides me with feedback about my performance</i>			
Agree	36	54%	33	55%
Tend to Agree	21	31%	23	38%
Tend to Disagree	8	12%	4	7%
Disagree	2	3%	0	0%
Total:	67		60	
Q5-3	<i>My immediate line manager keeps me informed about things I should know about</i>			
Agree	37	55%	35	57%
Tend to Agree	18	27%	21	34%
Tend to Disagree	7	10%	3	5%
Disagree	5	7%	2	3%
Total:	67		61	
Q5-4	<i>My immediate line manager communicates effectively with me and my team</i>			
Agree	33	49%	35	57%
Tend to Agree	19	28%	19	31%
Tend to Disagree	8	12%	4	7%
Disagree	7	10%	3	5%
Total:	67		61	
Q5-5	<i>My immediate line manager involves me in decisions that affect me or my area of work</i>			
Agree	37	55%	36	60%
Tend to Agree	17	25%	17	28%
Tend to Disagree	7	10%	4	7%
Disagree	6	9%	3	5%
Total:	67		60	
Q5-6	<i>My immediate line manager helps me find a good work-life balance</i>			
Agree	39	58%	30	50%
Tend to Agree	19	28%	22	37%
Tend to Disagree	6	9%	6	10%
Disagree	3	4%	2	3%
Total:	67		60	
Q5-7	<i>My immediate line manager deals with poor performance effectively</i>			
Agree	31	47%	24	41%
Tend to Agree	24	36%	19	32%
Tend to Disagree	8	12%	11	19%
Disagree	3	5%	5	8%
Total:	66		59	

Area of Work: SDCE TLSO and Directorate Office**Question Block 5: My Manager**

	2019	2017
Q5-8 <i>My immediate line manager helps me develop in my role</i>		
Agree	33	49%
Tend to Agree	17	25%
Tend to Disagree	11	16%
Disagree	6	9%
Total:	67	

Area of Work: SDCE TLSO and Directorate Office

Question Block 6: Performance and Personal Development

	2019		2017	
Q6-1	<i>Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?</i>			
Yes	56	84%	52	87%
No	11	16%	8	13%
Total:	67		60	
Q6-2	<i>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)</i>			
Yes	52	93%	45	87%
No	4	7%	7	13%
Total:	56		52	
Q6-3	<i>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)</i>			
Yes	52	93%	44	85%
No	4	7%	8	15%
Total:	56		52	
Q6-4	<i>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)</i>			
Yes	37	71%	24	55%
No	3	6%	6	14%
Too Early To Say	12	23%	14	32%
Total:	52		44	
	<i>Compared to the 2017 question 'Have you received the training, learning and development identified?'</i>			
Q6-5	<i>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)</i>			
Yes	37	71%	32	73%
No	9	17%	2	5%
Too Early To Say	6	12%	10	23%
Total:	52		44	
	<i>Compared to the 2017 question 'Has your line manager supported you in accessing the training, learning and development identified?'</i>			
Q6-6	<i>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)</i>			
Agree	24	43%	27	52%
Tend to Agree	23	41%	16	31%
Tend to Disagree	6	11%	6	12%
Disagree	3	5%	3	6%
Total:	56		52	

Area of Work: SDCE TLSO and Directorate Office

Question Block 6: Performance and Personal Development

	2019		2017	
Q6-7	<i>I am satisfied with my current level of learning and development</i>			
Agree	25	38%	25	41%
Tend to Agree	22	33%	30	49%
Tend to Disagree	13	20%	4	7%
Disagree	6	9%	2	3%
Total:	66		61	
Q6-8	<i>Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively</i>			
Agree	22	33%	25	41%
Tend to Agree	27	40%	26	43%
Tend to Disagree	12	18%	7	11%
Disagree	6	9%	3	5%
Total:	67		61	
Q6-9	<i>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)?</i>			
Yes	59	88%	48	79%
No	8	12%	13	21%
Total:	67		61	
Q6-10	<i>In the past 12 months, have you received any work-related mentoring?</i>			
Yes	11	16%		
No	56	84%		
Total:	67			
Q6-11	<i>In the past 12 months, have you received any work-related coaching?</i>			
Yes	13	19%		
No	54	81%		
Total:	67			

Area of Work: SDCE TLSO and Directorate Office

Question Block 7: My Role

	2019		2017	
Q7-1a I have a clear understanding about my role within the University				
Agree	40	60%	40	66%
Tend to Agree	19	28%	18	30%
Tend to Disagree	6	9%	3	5%
Disagree	2	3%	0	0%
Total:	67		61	
Q7-1b I have a clear understanding about what I am expected to achieve in my job				
Agree	38	57%	38	62%
Tend to Agree	20	30%	18	30%
Tend to Disagree	7	10%	5	8%
Disagree	2	3%	0	0%
Total:	67		61	
Q7-1c I have a clear understanding about expected standards of performance				
Agree	44	66%	44	72%
Tend to Agree	17	25%	14	23%
Tend to Disagree	6	9%	3	5%
Total:	67		61	
Q7-1d I have a clear understanding about expected standards of behaviour				
Agree	50	75%	47	77%
Tend to Agree	14	21%	13	21%
Tend to Disagree	2	3%	0	0%
Disagree	1	1%	1	2%
Total:	67		61	
Q7-2 I have the information I need to do my job well				
Agree	25	37%	27	44%
Tend to Agree	31	46%	30	49%
Tend to Disagree	8	12%	4	7%
Disagree	3	4%	0	0%
Total:	67		61	
Q7-3 I am well informed about what is happening in the team/section I work in				
Agree	25	37%	33	54%
Tend to Agree	24	36%	19	31%
Tend to Disagree	11	16%	6	10%
Disagree	7	10%	3	5%
Total:	67		61	
Q7-4 I feel fairly paid for the work I do				
Agree	28	42%	23	38%
Tend to Agree	22	33%	16	26%
Tend to Disagree	12	18%	12	20%
Disagree	5	7%	10	16%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office**Question Block 7: My Role**

	2019		2017	
Q7-5	<i>My job security at the University is good</i>			
Agree	15	23%	22	37%
Tend to Agree	22	33%	26	43%
Tend to Disagree	19	29%	7	12%
Disagree	10	15%	5	8%
Total:	66		60	
Q7-6	<i>Overall, I feel the University offers a good pay and benefits package</i>			
Agree	34	51%	27	44%
Tend to Agree	30	45%	29	48%
Tend to Disagree	1	1%	2	3%
Disagree	2	3%	3	5%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office

Question Block 8: My Work Experience

	2019		2017	
Q8-1	<i>I can decide on my own how to go about doing my work</i>			
Agree	40	60%	39	64%
Tend to Agree	23	34%	20	33%
Tend to Disagree	2	3%	1	2%
Disagree	2	3%	1	2%
Total:	67		61	
Q8-2	<i>I am satisfied with the support I get from my immediate manager</i>			
Agree	40	60%	37	61%
Tend to Agree	18	27%	21	34%
Tend to Disagree	6	9%	0	0%
Disagree	3	4%	3	5%
Total:	67		61	
Q8-3	<i>I am satisfied with the support I get from my work colleagues</i>			
Agree	45	67%	37	61%
Tend to Agree	20	30%	20	33%
Tend to Disagree	0	0%	2	3%
Disagree	2	3%	2	3%
Total:	67		61	
Q8-4	<i>Communications between teams/sections are effective</i>			
Agree	20	30%	18	30%
Tend to Agree	19	28%	31	51%
Tend to Disagree	24	36%	10	16%
Disagree	4	6%	2	3%
Total:	67		61	
Q8-5	<i>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</i>			
Agree	21	31%	27	45%
Tend to Agree	17	25%	14	23%
Tend to Disagree	24	36%	12	20%
Disagree	5	7%	7	12%
Total:	67		60	
Q8-6	<i>I am unable to handle all the conflicting demands on my time at work</i>			
Agree	6	9%	7	12%
Tend to Agree	13	19%	13	22%
Tend to Disagree	32	48%	25	42%
Disagree	16	24%	15	25%
Total:	67		60	

Area of Work: SDCE TLSO and Directorate Office

Question Block 8: My Work Experience

	2019		2017	
Q8-7 Relationships at work are strained				
Agree	3	4%	3	5%
Tend to Agree	9	13%	8	13%
Tend to Disagree	30	45%	24	39%
Disagree	25	37%	26	43%
Total:	67		61	
Q8-8 I am able to take regular breaks on most days				
Agree	15	22%	18	30%
Tend to Agree	30	45%	24	39%
Tend to Disagree	14	21%	17	28%
Disagree	8	12%	2	3%
Total:	67		61	
Q8-9 I feel stressed at work				
Always	3	4%	4	7%
Frequently	12	18%	12	20%
Occasionally	48	72%	42	69%
Never	4	6%	3	5%
Total:	67		61	
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)				
Yes	19	30%	18	32%
No	44	70%	39	68%
Total:	63		57	

Area of Work: SDCE TLSO and Directorate Office

Question Block 9: Dignity at Work

		2019		2017	
Q9-1	<i>Are you aware of the University's Dignity at Work and Study Policy?</i>				
	Yes	58	87%	55	90%
	No	9	13%	6	10%
	Total:	67		61	
Q9-2	<i>Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')</i>				
	Yes	64	96%	57	93%
	No	3	4%	4	7%
	Total:	67		61	
Q9-3	<i>I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination</i>				
	Agree	46	69%	48	80%
	Tend to Agree	15	22%	8	13%
	Tend to Disagree	4	6%	3	5%
	Disagree	2	3%	1	2%
	Total:	67		60	
Q9-4	<i>I believe the University is committed to equality of opportunity for all of its staff</i>				
	Agree	35	52%	38	62%
	Tend to Agree	24	36%	16	26%
	Tend to Disagree	6	9%	7	11%
	Disagree	2	3%	0	0%
	Total:	67		61	
Q9-5a	<i>I feel the University acts fairly with regard to recruitment</i>				
	Agree	17	25%	26	45%
	Tend to Agree	37	55%	25	43%
	Tend to Disagree	9	13%	7	12%
	Disagree	4	6%	0	0%
	Total:	67		58	
Q9-5b	<i>I feel the University acts fairly with regard to career progression/promotion</i>				
	Agree	11	17%	15	25%
	Tend to Agree	28	42%	24	41%
	Tend to Disagree	22	33%	19	32%
	Disagree	5	8%	1	2%
	Total:	66		59	
Q9-5c	<i>I feel the University acts fairly with regard to rewarding exceptional performance</i>				
	Agree	10	15%	14	24%
	Tend to Agree	29	44%	24	41%
	Tend to Disagree	23	35%	17	29%
	Disagree	4	6%	4	7%
	Total:	66		59	

Area of Work: SDCE TLSO and Directorate Office**Question Block 9: Dignity at Work**

	2019		2017	
Q9-5d	<i>I feel the University acts fairly with regard to training and development</i>			
Agree	22	33%	25	41%
Tend to Agree	29	43%	27	44%
Tend to Disagree	15	22%	6	10%
Disagree	1	1%	3	5%
Total:	67		61	
Q9-6	<i>Do you believe you are currently being harassed or bullied at work?</i>			
Yes	1	1%	3	5%
No	66	99%	58	95%
Total:	67		61	
Q9-11	<i>Have you felt discriminated against at work in the last 12 months?</i>			
Yes	5	7%	4	7%
No	62	93%	57	93%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office

Question Block 10: Physical Environment

	2019		2017	
Q10-1 I feel safe and secure at the University				
Agree	42	63%	40	66%
Tend to Agree	18	27%	19	31%
Tend to Disagree	4	6%	2	3%
Disagree	3	4%	0	0%
Total:	67		61	
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)				
Agree	20	30%	29	48%
Tend to Agree	30	45%	27	44%
Tend to Disagree	12	18%	3	5%
Disagree	5	7%	2	3%
Total:	67		61	
Q10-3 I have a place I can go for a break at work				
Agree	17	25%	27	44%
Tend to Agree	19	28%	16	26%
Tend to Disagree	13	19%	10	16%
Disagree	18	27%	8	13%
Total:	67		61	
Q10-4 Facilities for teaching students are good				
Agree	22	35%	12	22%
Tend to Agree	39	62%	42	76%
Tend to Disagree	1	2%	1	2%
Disagree	1	2%	0	0%
Total:	63		55	
Q10-5 Facilities for research are good				
Agree	24	42%	12	23%
Tend to Agree	32	56%	41	77%
Disagree	1	2%	0	0%
Total:	57		53	
Q10-6 I am aware of the services the University provides to support my well-being				
Agree	43	64%	37	61%
Tend to Agree	23	34%	20	33%
Tend to Disagree	1	1%	3	5%
Disagree	0	0%	1	2%
Total:	67		61	
Q10-7 Do you know how to report accidents and incidents?				
Yes	54	81%	55	90%
No	5	7%	0	0%
Not Sure	8	12%	6	10%
Total:	67		61	

Area of Work: SDCE TLSO and Directorate Office

Question Block 11: Managing Change

	2019		2017	
Q11-1	Generally, change within the University is managed well			
Agree	7	11%	5	8%
Tend to Agree	20	30%	28	47%
Tend to Disagree	23	35%	22	37%
Disagree	16	24%	4	7%
Total:	66		59	
Q11-2	Generally, I am consulted about changes that affect my team/School/Directorate			
Agree	16	24%	12	20%
Tend to Agree	19	29%	28	47%
Tend to Disagree	22	33%	16	27%
Disagree	9	14%	4	7%
Total:	66		60	
Q11-3	Generally, more could be done to help staff prepare for and cope with change			
Agree	31	47%	23	39%
Tend to Agree	26	39%	23	39%
Tend to Disagree	8	12%	11	19%
Disagree	1	2%	2	3%
Total:	66		59	
Q11-4	Generally, I have seen some positive changes in the last 12 months			
Agree	19	29%	15	26%
Tend to Agree	26	39%	27	47%
Tend to Disagree	17	26%	15	26%
Disagree	4	6%	1	2%
Total:	66		58	
Q11-5	Generally, I believe positive action will be taken as a result of this survey			
Agree	13	19%	20	33%
Tend to Agree	38	57%	31	52%
Tend to Disagree	14	21%	8	13%
Disagree	2	3%	1	2%
Total:	67		60	

Area of Work: SDCE TLSO and Directorate Office**Question Block 12: Acting upon the Survey****2019****Q12-1 I intend to stay working for the University for at least the next three years**

Agree	28	42%
Tend to Agree	19	29%
Tend to Disagree	13	20%
Disagree	6	9%
Total:	66	

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

Agree	12	18%
Tend to Agree	33	50%
Tend to Disagree	20	30%
Disagree	1	2%
Total:	66	

Q12-3 I have seen improvements since the last survey

Agree	14	22%
Tend to Agree	31	48%
Tend to Disagree	17	26%
Disagree	3	5%
Total:	65	

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

Agree	25	37%
Tend to Agree	15	22%
Tend to Disagree	14	21%
Disagree	13	19%
Total:	67	

Q12-5 I feel my views are listened to

Agree	13	20%
Tend to Agree	32	48%
Tend to Disagree	14	21%
Disagree	7	11%
Total:	66	

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

Agree	16	24%
Tend to Agree	27	40%
Tend to Disagree	15	22%
Disagree	9	13%
Total:	67	

Area of Work: SDCE TLSO and Directorate Office**Question Block 13: Comments****2019****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?**

Pay & Benefits	1	2%
Job Security	4	9%
Communication	3	6%
Relationships/Co-operation	2	4%
Feeling Valued/Supported	3	6%
Training, Development & Progression	7	15%
Facilities/Environment	2	4%
Role & Responsibilities	3	6%
Management - Immediate/Local	5	11%
Senior Leadership	9	19%
Equality, Diversity and Inclusion	3	6%
Other	5	11%
Total:	47	

**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?**

Pay & Benefits	10	24%
Job Security	1	2%
Job Satisfaction	4	10%
Communication	1	2%
Relationships/Co-operation	11	27%
Feeling Valued/Supported	6	15%
Training, Development & Progression	1	2%
Role & Responsibilities	2	5%
Management - Immediate/Local	1	2%
Senior Leadership	1	2%
Other	3	7%
Total:	41	