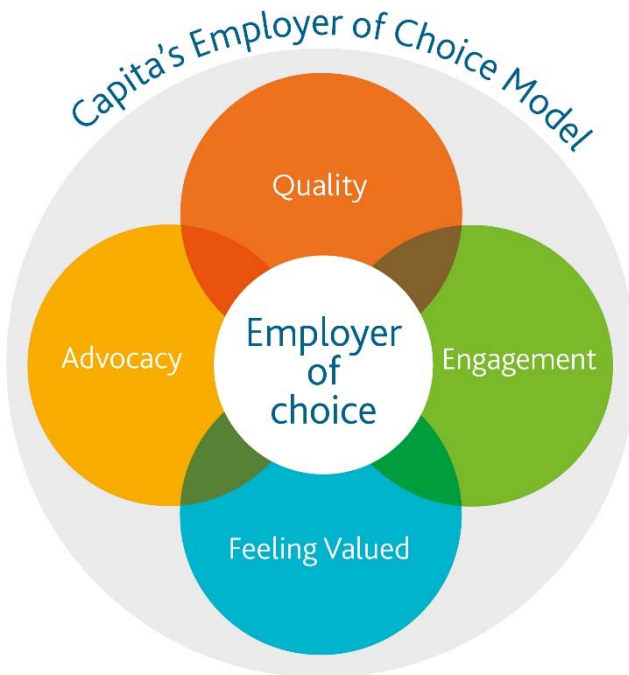


**Area of Work Report**  
**Delivering quality survey,  
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## **The University of Manchester Library Academic Engagement**

Staff Survey 2019

June 2019

Project Number: 8383

# CAPITA

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# The University of Manchester

## Library Academic Engagement

### 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 4<sup>th</sup> March 2019 with a closure date of 8<sup>th</sup> 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 University of Manchester Library Academic Engagement team achieved a response rate of 85% i.e. 11 out of 13 employees responded to the survey.

### Presentation of results

This report presents a summary of the results for Academic Engagement, 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.

#### 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 Academic Engagement are within  $\pm 5\%$  (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  $\pm 1$  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 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: Academic Engagement**

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

Question	Total number of responses:	2019 %
Q1-1 The University is a good place to work		100
Q1-2 I feel part of the University		100
Q1-8 Research staff are valued as part of the University community		100
Q2-1 I understand what the core goals of the University are		100
Q2-2 I agree with the University Core Goal to support world-leading research		100
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience		100
Q2-4 I agree with the University Core Goal to make a positive contribution to society		100
Q2-5 I feel proud to work for the University		100
Q2-8 Would you recommend the University to a friend as a place to work?		100
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?		100
Q7-1a I have a clear understanding about my role within the University		100
Q7-1d I have a clear understanding about expected standards of behaviour		100
Q7-4 I feel fairly paid for the work I do		100
Q8-3 I am satisfied with the support I get from my work colleagues		100
Q10-1 I feel safe and secure at the University		100
Q10-5 Facilities for research are good		100
Q12-1 I intend to stay working for the University for at least the next three years		100
Q1-3 I feel part of my School/PS Directorate/cultural institution		91
Q1-6 I am interested in the University; to me it's not just a job		91
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed		91
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
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)		91
Q6-7 I am satisfied with my current level of learning and development		91
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)?		91
Q7-1b I have a clear understanding about what I am expected to achieve in my job		91
Q7-1c I have a clear understanding about expected standards of performance		91
Q7-5 My job security at the University is good		91
Q7-6 Overall, I feel the University offers a good pay and benefits package		91
Q9-5d I feel the University acts fairly with regard to training and development		91
Q10-3 I have a place I can go for a break at work		91



**Area of Work: Academic Engagement**

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

Question	Total number of responses:	2019 %
	11	
Q12-2 I am confident results of the staff survey will be acted upon		91
Q12-6 I have had the opportunity to contribute to action planning activities		91
Q2-9 Would you recommend the University to a friend as a place to study?		90
Q4-2 My local School or Department or Division is managed well		90
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)		90
Q1-4 I feel valued by the people I work with		82
Q1-9 Professional services staff are valued as part of the University community		82
Q1-10 Overall, I am satisfied with my job		82
Q3-1 The President's Senior Leadership Team manage and lead the University well		82
Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well		82
Q5-1 My immediate line manager gives me recognition for work done well		82
Q5-2 My immediate line manager provides me with feedback about my performance		82
Q5-3 My immediate line manager keeps me informed about things I should know about		82
Q5-4 My immediate line manager communicates effectively with me and my team		82
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work		82
Q5-8 My immediate line manager helps me develop in my role		82
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)		82
Q7-2 I have the information I need to do my job well		82
Q7-3 I am well informed about what is happening in the team/section I work in		82
Q8-2 I am satisfied with the support I get from my immediate manager		82
Q8-7 Relationships at work are not strained		82
Q8-8 I am able to take regular breaks on most days		82
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?		82
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination		82
Q9-4 I believe the University is committed to equality of opportunity for all of its staff		82
Q9-6 I am not currently being harassed or bullied at work		82
Q9-11 I have not felt discriminated against at work in the last 12 months		82
Q10-4 Facilities for teaching students are good		82
Q10-6 I am aware of the services the University provides to support my well-being		82
Q12-4 I have taken part in discussions within my School/ Directorate/Department/cultural institution about our staff survey results		82
Q1-7 Teaching staff are valued as part of the University community		80
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)		80
Q8-1 I can decide on my own how to go about doing my work		80
Q11-4 Generally, I have seen some positive changes in the last 12 months		80
Q11-5 Generally, I believe positive action will be taken as a result of this survey		80
Q12-3 I have seen improvements since the last survey		80

**Area of Work: Academic Engagement**

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

Question	Total number of responses:	2019 %
Q3-3 The President's Senior Leadership Team support new ideas for improving services		73
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues		73
Q5-6 My immediate line manager helps me find a good work-life balance		73
Q5-7 My immediate line manager deals with poor performance effectively		73
Q8-6 I am able to handle all the conflicting demands on my time at work		73
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)		73
Q9-5a I feel the University acts fairly with regard to recruitment		73
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate		73
Q12-5 I feel my views are listened to		73
Q11-1 Generally, change within the University is managed well		70
Q1-5 I feel I have a good work life balance		64
Q2-6 On the whole, communication in the University is effective		64
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively		64
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?		64
Q9-5b I feel the University acts fairly with regard to career progression/promotion		64
Q2-7 There are effective channels for me to feed my views upwards in the University		55
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff		55
Q8-4 Communications between teams/sections are effective		55
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance		55
Q10-7 Do you know how to report accidents and incidents?		45
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		36
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)		27
Q11-3 Generally, more could not be done to help staff prepare for and cope with change		27
Q6-10 In the past 12 months, have you received any work-related mentoring?		0
Q6-11 In the past 12 months, have you received any work-related coaching?		0
Q8-9 I never feel stressed at work		0

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

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 The University of Manchester Library 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.

<b>Total Reds</b>	0	1	8
<b>Total Ambers</b>	0	1	6
<b>Total Greens</b>	13	35	38

Question		Total number of respondents			Professional Services Directorates	The University of Manchester Library	Academic Engagement
		7424	7658				
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference			
		%	%	%	%	%	%
<b>1: Job Satisfaction</b>	Q1-1 The University is a good place to work	92	93	-1	95	97	100
	Q1-2 I feel part of the University	81	82	-1	87	91	100
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	82	90	91
	Q1-4 I feel valued by the people I work with	81	81	0	83	88	82
	Q1-5 I feel I have a good work life balance	70	70	0	82	80	64
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	85	90	91
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	92	92	80
	Q1-8 Research staff are valued as part of the University community	87	88	-1	95	96	100
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	70	76	82
	Q1-10 Overall, I am satisfied with my job	80	81	-1	83	84	82
<b>2: University Goals and Values</b>	Q2-1 I understand what the core goals of the University are	87	90	-3	92	97	100
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	97	99	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	99	100
	Q2-5 I feel proud to work for the University	89	91	-2	92	94	100
	Q2-6 On the whole, communication in the University is effective	56	62	-6	63	72	64
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	60	69	55
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	83	86	100
	Q2-9 Would you recommend the University to a friend as a place to study?	79			81	79	90

Total Reds  
Total Ambers  
Total Greens

0	1	8
0	1	6
13	35	38

		Total number of respondents			7424	7658		2119	278	11
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference				Professional Services Directorates	The University of Manchester Library	Academic Engagement
Question		%	%	%	%	%	%	%	%	%
<b>3: Senior Leadership</b>	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6			73	77	82	
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8			74	79	91	
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4			64	68	73	
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5			54	55	55	
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7			66	71	73	
<b>4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management</b>	Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	61					69	77	82	
	Q4-2 My local School or Department or Division is managed well	70					68	77	90	
<b>5: My Manager</b>	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2			82	86	82	
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0			79	87	82	
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1			83	88	82	
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1			79	84	82	
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1			79	81	82	
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2			82	84	73	
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1			71	77	73	
	Q5-8 My immediate line manager helps me develop in my role	73					76	85	82	

Total Reds  
Total Ambers  
Total Greens

0	1	8
0	1	6
13	35	38

		Total number of respondents			7424	7658				
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2119	278	11			
Question		%	%	%	Professional Services Directorates	The University of Manchester Library	Academic Engagement			
		%	%	%	%	%	%			
<b>6: Performance and Personal Development</b>	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	85	100			
	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	94	91			
	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	93	91			
	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	77	90			
	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	82	80			
	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	82			
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	74	82	91			
	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	81	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	89	91			
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			19	17	0			
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			20	22	0			

<b>7: My Role</b>	Q7-1a I have a clear understanding about my role within the University	90	91	-1	93	95	100			
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	91	91			
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	92	92	91			
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	95	95	100			
	Q7-2 I have the information I need to do my job well	83	84	-1	85	89	82			
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	81	86	82			
	Q7-4 I feel fairly paid for the work I do	67	67	0	74	77	100			
	Q7-5 My job security at the University is good	62	70	-8	76	78	91			
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	84	85	91			

Total Reds  
Total Ambers  
Total Greens

0	1	8
0	1	6
13	35	38

		Total number of respondents			7424	7658		2119	278	11
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference				Professional Services Directorates	The University of Manchester Library	Academic Engagement
Question		%	%	%	%	%	%	%	%	%
<b>8: My Work Experience</b>	Q8-1 I can decide on my own how to go about doing my work	93	92	1	92	89	80			
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	85	88	82			
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	92	95	100			
	Q8-4 Communications between teams/sections are effective	63	64	-1	65	72	55			
	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	51	36			
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	70	76	73			
	Q8-7 Relationships at work are not strained	74	74	0	74	79	82			
	Q8-8 I am able to take regular breaks on most days	67	67	0	74	79	82			
	Q8-9 I never feel stressed at work	8	9	-1	14	12	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	69	67	73			
<b>9: Dignity at Work</b>	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	76	72	64			
	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	84	82			
	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	86	82			
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	86	85	82			
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	79	80	73			
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	63	71	64			
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	60	69	55			
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	77	82	91			
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	95	95	82			
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	92	93	82			
<b>10: Physical Environment</b>	Q10-1 I feel safe and secure at the University	94	95	-1	95	96	100			
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	75	63	27			
	Q10-3 I have a place I can go for a break at work	83	81	2	84	91	91			
	Q10-4 Facilities for teaching students are good	88	86	2	94	84	82			
	Q10-5 Facilities for research are good	91	91	0	96	91	100			
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	91	93	82			
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	82	79	45			

Total Reds  
Total Ambers  
Total Greens

0	1	8
0	1	6
13	35	38

Total number of respondents 7424 7658

Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2119	278	11	
	%	%	%	Professional Services Directorates	The University of Manchester Library	Academic Engagement	
<b>11: Managing Change</b>	Q11-1 Generally, change within the University is managed well	48	54	-6	55	66	70
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	62	61	73
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	15	19	27
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	64	73	80
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	62	65	80
<b>12: Acting upon the Survey</b>	Q12-1 I intend to stay working for the University for at least the next three years	81			84	89	100
	Q12-2 I am confident results of the staff survey will be acted upon	56			64	65	91
	Q12-3 I have seen improvements since the last survey	45			56	58	80
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			52	69	82
	Q12-5 I feel my views are listened to	51			59	70	73
	Q12-6 I have had the opportunity to contribute to action planning activities	45			56	77	91



## 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.

## Area of Work: Academic Engagement

### Question Block 1: Job Satisfaction

		Number of Respondents	% of Respondents
<b>Q1-1</b>	<b><i>The University is a good place to work</i></b>		
	Agree	8	73%
	Tend to Agree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q1-2</b>	<b><i>I feel part of the University</i></b>		
	Agree	8	73%
	Tend to Agree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q1-3</b>	<b><i>I feel part of my School/PS Directorate/cultural institution</i></b>		
	Agree	7	64%
	Tend to Agree	3	27%
	Tend to Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q1-4</b>	<b><i>I feel valued by the people I work with</i></b>		
	Agree	3	27%
	Tend to Agree	6	55%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q1-5</b>	<b><i>I feel I have a good work life balance</i></b>		
	Agree	2	18%
	Tend to Agree	5	45%
	Tend to Disagree	3	27%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q1-6</b>	<b><i>I'm not interested in the University; to me it's just a job</i></b>		
	Tend to Agree	1	9%
	Tend to Disagree	6	55%
	Disagree	4	36%
	<b>Total:</b>	<b>11</b>	
<b>Q1-7</b>	<b><i>Teaching staff are valued as part of the University community</i></b>		
	Agree	2	20%
	Tend to Agree	6	60%
	Tend to Disagree	1	10%
	Disagree	1	10%
	<b>Total:</b>	<b>10</b>	
<b>Q1-8</b>	<b><i>Research staff are valued as part of the University community</i></b>		
	Agree	3	27%
	Tend to Agree	8	73%
	<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 1: Job Satisfaction**

		<b>Number of Respondents</b>	<b>% of Respondents</b>
<b>Q1-9</b>	<b><i>Professional services staff are valued as part of the University community</i></b>		
	Agree	2	18%
	Tend to Agree	7	64%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q1-10</b>	<b><i>Overall, I am satisfied with my job</i></b>		
	Agree	2	18%
	Tend to Agree	7	64%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	

## Area of Work: Academic Engagement

### Question Block 2: University Goals and Values

		Number of Respondents	% of Respondents
<b>Q2-1</b>	<b><i>I understand what the core goals of the University are</i></b>		
	Agree	8	73%
	Tend to Agree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q2-2</b>	<b><i>I agree with the University Core Goal to support world-leading research</i></b>		
	Agree	10	91%
	Tend to Agree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q2-3</b>	<b><i>I agree with the University Core Goal to deliver outstanding teaching, learning and student experience</i></b>		
	Agree	9	82%
	Tend to Agree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q2-4</b>	<b><i>I agree with the University Core Goal to make a positive contribution to society</i></b>		
	Agree	8	73%
	Tend to Agree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q2-5</b>	<b><i>I feel proud to work for the University</i></b>		
	Agree	6	55%
	Tend to Agree	5	45%
	<b>Total:</b>	<b>11</b>	
<b>Q2-6</b>	<b><i>On the whole, communication in the University is effective</i></b>		
	Agree	1	9%
	Tend to Agree	6	55%
	Tend to Disagree	4	36%
	<b>Total:</b>	<b>11</b>	
<b>Q2-7</b>	<b><i>There are effective channels for me to feed my views upwards in the University</i></b>		
	Tend to Agree	6	55%
	Tend to Disagree	5	45%
	<b>Total:</b>	<b>11</b>	
<b>Q2-8</b>	<b><i>Would you recommend the University to a friend as a place to work?</i></b>		
	Yes	11	100%
	<b>Total:</b>	<b>11</b>	
<b>Q2-9</b>	<b><i>Would you recommend the University to a friend as a place to study?</i></b>		
	Yes	9	90%
	Don't Know	1	10%
	<b>Total:</b>	<b>10</b>	

## Area of Work: Academic Engagement

### Question Block 3: Senior Leadership

		Number of Respondents	% of Respondents
<b>Q3-1</b>	<b><i>The President's Senior Leadership Team manage and lead the University well</i></b>		
	Agree	2	18%
	Tend to Agree	7	64%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q3-2</b>	<b><i>The President's Senior Leadership Team set out a clear vision of where the organisation is headed</i></b>		
	Agree	2	18%
	Tend to Agree	8	73%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q3-3</b>	<b><i>The President's Senior Leadership Team support new ideas for improving services</i></b>		
	Agree	1	9%
	Tend to Agree	7	64%
	Tend to Disagree	1	9%
	Don't Know	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q3-4</b>	<b><i>The President's Senior Leadership Team listen to and respond to the views of staff</i></b>		
	Tend to Agree	6	55%
	Tend to Disagree	2	18%
	Disagree	2	18%
	Don't Know	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q3-5</b>	<b><i>The President's Senior Leadership Team communicate well and keep staff informed on important issues</i></b>		
	Tend to Agree	8	73%
	Tend to Disagree	2	18%
	Don't Know	1	9%
	<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management**

		Number of Respondents	% of Respondents
<b>Q4-1</b>	<b><i>My Faculty or Professional Service Directorate or cultural institution is managed well</i></b>		
	Agree	1	9%
	Tend to Agree	8	73%
	Don't Know	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q4-2</b>	<b><i>My local School or Department or Division is managed well</i></b>		
	Agree	4	40%
	Tend to Agree	5	50%
	Disagree	1	10%
	<b>Total:</b>	<b>10</b>	

## Area of Work: Academic Engagement

### Question Block 5: My Manager

		Number of Respondents	% of Respondents
<b>Q5-1</b>	<b><i>My immediate line manager gives me recognition for work done well</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q5-2</b>	<b><i>My immediate line manager provides me with feedback about my performance</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q5-3</b>	<b><i>My immediate line manager keeps me informed about things I should know about</i></b>		
	Agree	5	45%
	Tend to Agree	4	36%
	Tend to Disagree	1	9%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q5-4</b>	<b><i>My immediate line manager communicates effectively with me and my team</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q5-5</b>	<b><i>My immediate line manager involves me in decisions that affect me or my area of work</i></b>		
	Agree	5	45%
	Tend to Agree	4	36%
	Tend to Disagree	1	9%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q5-6</b>	<b><i>My immediate line manager helps me find a good work-life balance</i></b>		
	Agree	4	36%
	Tend to Agree	4	36%
	Tend to Disagree	2	18%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q5-7</b>	<b><i>My immediate line manager deals with poor performance effectively</i></b>		
	Agree	3	27%
	Tend to Agree	5	45%
	Tend to Disagree	1	9%
	Disagree	2	18%
	<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 5: My Manager**

		<b>Number of Respondents</b>	<b>% of Respondents</b>
<b>Q5-8</b>	<b><i>My immediate line manager helps me develop in my role</i></b>		
	Agree	5	45%
	Tend to Agree	4	36%
	Tend to Disagree	1	9%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	



## Area of Work: Academic Engagement

### Question Block 6: Performance and Personal Development

		Number of Respondents	% of Respondents
<b>Q6-1</b>	<b><i>Have you had an individual Performance and Development Review (P&amp;DR) or probation review in the last 12 months?</i></b>		
	Yes	11	100%
	<b>Total:</b>	<b>11</b>	
<b>Q6-2</b>	<b><i>Did you agree clear objectives as part of your P&amp;DR/probation review? (Based on people who had an individual Performance and Development Review (P&amp;DR) or probation review in the last 12 months – from Q6-1)</i></b>		
	Yes	10	91%
	No	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q6-3</b>	<b><i>As part of your P&amp;DR, did you agree personal development objectives? (Based on people who had an individual Performance and Development Review (P&amp;DR) or probation review in the last 12 months – from Q6-1)</i></b>		
	Yes	10	91%
	No	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q6-4</b>	<b><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></b>		
	Yes	9	90%
	Too Early To Say	1	10%
	<b>Total:</b>	<b>10</b>	
<b>Q6-5</b>	<b><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></b>		
	Yes	8	80%
	No	1	10%
	Too Early To Say	1	10%
	<b>Total:</b>	<b>10</b>	
<b>Q6-6</b>	<b><i>Overall, my P&amp;DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&amp;DR) or probation review in the last 12 months – from Q6-1)</i></b>		
	Agree	3	27%
	Tend to Agree	6	55%
	Tend to Disagree	1	9%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q6-7</b>	<b><i>I am satisfied with my current level of learning and development</i></b>		
	Agree	2	18%
	Tend to Agree	8	73%
	Tend to Disagree	1	9%
	<b>Total:</b>	<b>11</b>	

## Area of Work: Academic Engagement

### Question Block 6: Performance and Personal Development

		Number of Respondents	% of Respondents
<b>Q6-8</b>	<b><i>Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively</i></b>		
	Agree	1	9%
	Tend to Agree	6	55%
	Tend to Disagree	4	36%
	<b>Total:</b>	<b>11</b>	
<b>Q6-9</b>	<b><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></b>		
	Yes	10	91%
	No	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q6-10</b>	<b><i>In the past 12 months, have you received any work-related mentoring?</i></b>		
	No	11	100%
	<b>Total:</b>	<b>11</b>	
<b>Q6-11</b>	<b><i>In the past 12 months, have you received any work-related coaching?</i></b>		
	No	11	100%
	<b>Total:</b>	<b>11</b>	

## Area of Work: Academic Engagement

### Question Block 7: My Role

		Number of Respondents	% of Respondents
<b>Q7-1a</b>	<b><i>I have a clear understanding about my role within the University</i></b>		
	Agree	4	36%
	Tend to Agree	7	64%
	<b>Total:</b>	<b>11</b>	
<b>Q7-1b</b>	<b><i>I have a clear understanding about what I am expected to achieve in my job</i></b>		
	Agree	3	27%
	Tend to Agree	7	64%
	Tend to Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q7-1c</b>	<b><i>I have a clear understanding about expected standards of performance</i></b>		
	Agree	4	36%
	Tend to Agree	6	55%
	Tend to Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q7-1d</b>	<b><i>I have a clear understanding about expected standards of behaviour</i></b>		
	Agree	4	36%
	Tend to Agree	7	64%
	<b>Total:</b>	<b>11</b>	
<b>Q7-2</b>	<b><i>I have the information I need to do my job well</i></b>		
	Agree	1	9%
	Tend to Agree	8	73%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q7-3</b>	<b><i>I am well informed about what is happening in the team/section I work in</i></b>		
	Agree	2	18%
	Tend to Agree	7	64%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q7-4</b>	<b><i>I feel fairly paid for the work I do</i></b>		
	Agree	5	45%
	Tend to Agree	6	55%
	<b>Total:</b>	<b>11</b>	
<b>Q7-5</b>	<b><i>My job security at the University is good</i></b>		
	Agree	2	18%
	Tend to Agree	8	73%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q7-6</b>	<b><i>Overall, I feel the University offers a good pay and benefits package</i></b>		
	Agree	5	45%
	Tend to Agree	5	45%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	

## Area of Work: Academic Engagement

### Question Block 8: My Work Experience

		Number of Respondents	% of Respondents
<b>Q8-1</b>	<b><i>I can decide on my own how to go about doing my work</i></b>		
	Agree	2	20%
	Tend to Agree	6	60%
	Tend to Disagree	2	20%
	<b>Total:</b>	<b>10</b>	
<b>Q8-2</b>	<b><i>I am satisfied with the support I get from my immediate manager</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q8-3</b>	<b><i>I am satisfied with the support I get from my work colleagues</i></b>		
	Agree	3	27%
	Tend to Agree	8	73%
	<b>Total:</b>	<b>11</b>	
<b>Q8-4</b>	<b><i>Communications between teams/sections are effective</i></b>		
	Tend to Agree	6	55%
	Tend to Disagree	4	36%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q8-5</b>	<b><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></b>		
	Agree	2	18%
	Tend to Agree	5	45%
	Tend to Disagree	3	27%
	Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q8-6</b>	<b><i>I am unable to handle all the conflicting demands on my time at work</i></b>		
	Agree	1	9%
	Tend to Agree	2	18%
	Tend to Disagree	6	55%
	Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q8-7</b>	<b><i>Relationships at work are strained</i></b>		
	Agree	2	18%
	Tend to Disagree	6	55%
	Disagree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q8-8</b>	<b><i>I am able to take regular breaks on most days</i></b>		
	Agree	3	27%
	Tend to Agree	6	55%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 8: My Work Experience**

		Number of Respondents	% of Respondents
<b>Q8-9</b>	<b><i>I feel stressed at work</i></b>		
	Frequently	2	18%
	Occasionally	9	82%
	<b>Total:</b>	<b>11</b>	
<b>Q8-10</b>	<b><i>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)</i></b>		
	Yes	3	27%
	No	8	73%
	<b>Total:</b>	<b>11</b>	

## Area of Work: Academic Engagement

### Question Block 9: Dignity at Work

		Number of Respondents	% of Respondents
<b>Q9-1</b>	<b><i>Are you aware of the University's Dignity at Work and Study Policy?</i></b>		
	Yes	7	64%
	No	4	36%
	<b>Total:</b>	<b>11</b>	
<b>Q9-2</b>	<b><i>Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?</i></b>		
	Yes	9	82%
	No	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q9-3</b>	<b><i>I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q9-4</b>	<b><i>I believe the University is committed to equality of opportunity for all of its staff</i></b>		
	Agree	4	36%
	Tend to Agree	5	45%
	Tend to Disagree	2	18%
	<b>Total:</b>	<b>11</b>	
<b>Q9-5a</b>	<b><i>I feel the University acts fairly with regard to recruitment</i></b>		
	Agree	1	9%
	Tend to Agree	7	64%
	Tend to Disagree	3	27%
	<b>Total:</b>	<b>11</b>	
<b>Q9-5b</b>	<b><i>I feel the University acts fairly with regard to career progression/promotion</i></b>		
	Tend to Agree	7	64%
	Tend to Disagree	4	36%
	<b>Total:</b>	<b>11</b>	
<b>Q9-5c</b>	<b><i>I feel the University acts fairly with regard to rewarding exceptional performance</i></b>		
	Agree	1	9%
	Tend to Agree	5	45%
	Tend to Disagree	5	45%
	<b>Total:</b>	<b>11</b>	
<b>Q9-5d</b>	<b><i>I feel the University acts fairly with regard to training and development</i></b>		
	Agree	1	9%
	Tend to Agree	9	82%
	Tend to Disagree	1	9%
	<b>Total:</b>	<b>11</b>	
<b>Q9-6</b>	<b><i>Do you believe you are currently being harassed or bullied at work?</i></b>		
	Yes	2	18%
	No	9	82%
	<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 9: Dignity at Work**

	<b>Number of Respondents</b>	<b>% of Respondents</b>
<b>Q9-11</b> <i>Have you felt discriminated against at work in the last 12 months?</i>		
Yes	2	18%
No	9	82%
<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 10: Physical Environment**

	Number of Respondents	% of Respondents
<b>Q10-1 I feel safe and secure at the University</b>		
Agree	4	36%
Tend to Agree	7	64%
<b>Total:</b>	<b>11</b>	
<b>Q10-2 I have a comfortable work space (including temperature, lighting, etc.)</b>		
Tend to Agree	3	27%
Tend to Disagree	7	64%
Disagree	1	9%
<b>Total:</b>	<b>11</b>	
<b>Q10-3 I have a place I can go for a break at work</b>		
Agree	5	45%
Tend to Agree	5	45%
Tend to Disagree	1	9%
<b>Total:</b>	<b>11</b>	
<b>Q10-4 Facilities for teaching students are good</b>		
Agree	3	27%
Tend to Agree	6	55%
Tend to Disagree	2	18%
<b>Total:</b>	<b>11</b>	
<b>Q10-5 Facilities for research are good</b>		
Agree	3	30%
Tend to Agree	7	70%
<b>Total:</b>	<b>10</b>	
<b>Q10-6 I am aware of the services the University provides to support my well-being</b>		
Agree	2	18%
Tend to Agree	7	64%
Tend to Disagree	2	18%
<b>Total:</b>	<b>11</b>	
<b>Q10-7 Do you know how to report accidents and incidents?</b>		
Yes	5	45%
No	2	18%
Not Sure	4	36%
<b>Total:</b>	<b>11</b>	



**Area of Work: Academic Engagement****Question Block 11: Managing Change**

	Number of Respondents	% of Respondents
<b>Q11-1</b> <i>Generally, change within the University is managed well</i>		
Agree	1	10%
Tend to Agree	6	60%
Tend to Disagree	1	10%
Disagree	2	20%
	<b>Total:</b>	<b>10</b>
<b>Q11-2</b> <i>Generally, I am consulted about changes that affect my team/School/Directorate</i>		
Tend to Agree	8	73%
Tend to Disagree	3	27%
	<b>Total:</b>	<b>11</b>
<b>Q11-3</b> <i>Generally, more could be done to help staff prepare for and cope with change</i>		
Agree	3	27%
Tend to Agree	5	45%
Tend to Disagree	3	27%
	<b>Total:</b>	<b>11</b>
<b>Q11-4</b> <i>Generally, I have seen some positive changes in the last 12 months</i>		
Agree	1	10%
Tend to Agree	7	70%
Tend to Disagree	2	20%
	<b>Total:</b>	<b>10</b>
<b>Q11-5</b> <i>Generally, I believe positive action will be taken as a result of this survey</i>		
Agree	2	20%
Tend to Agree	6	60%
Tend to Disagree	2	20%
	<b>Total:</b>	<b>10</b>

**Area of Work: Academic Engagement****Question Block 12: Acting upon the Survey**

	Number of Respondents	% of Respondents
<b>Q12-1 I intend to stay working for the University for at least the next three years</b>		
Agree	7	64%
Tend to Agree	4	36%
<b>Total:</b>	<b>11</b>	
<b>Q12-2 I am confident results of the staff survey will be acted upon</b>		
Agree	1	9%
Tend to Agree	9	82%
Tend to Disagree	1	9%
<b>Total:</b>	<b>11</b>	
<b>Q12-3 I have seen improvements since the last survey</b>		
Agree	1	10%
Tend to Agree	7	70%
Tend to Disagree	2	20%
<b>Total:</b>	<b>10</b>	
<b>Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results</b>		
Agree	2	18%
Tend to Agree	7	64%
Disagree	2	18%
<b>Total:</b>	<b>11</b>	
<b>Q12-5 I feel my views are listened to</b>		
Tend to Agree	8	73%
Tend to Disagree	3	27%
<b>Total:</b>	<b>11</b>	
<b>Q12-6 I have had the opportunity to contribute to action planning activities</b>		
Agree	3	27%
Tend to Agree	7	64%
Tend to Disagree	1	9%
<b>Total:</b>	<b>11</b>	

**Area of Work: Academic Engagement****Question Block 13: Comments**

	Number of Respondents	% of Respondents
<b>Q13-1</b> <i>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?</i>		
Pay & Benefits	1	20%
Communication	1	20%
Feeling Valued/Supported	1	20%
Management - Immediate/Local	1	20%
Equality, Diversity and Inclusion	1	20%
<b>Total:</b>	<b>5</b>	
<b>Q13-2</b> <i>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?</i>		
Pay & Benefits	1	14%
Job Security	1	14%
Job Satisfaction	1	14%
Relationships/Co-operation	3	43%
Senior Leadership	1	14%
<b>Total:</b>	<b>7</b>	