



RAG Report
**Delivering quality survey,
research and analysis solutions**

The University of Manchester Overall RAG Report

Staff Survey 2019

May 2019

Project Number: 8383

CAPITA

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Overall RAG Report

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.

What is in this report

This RAG (Red, Amber, Green) report is designed to give an overview of the survey results at University level and by Faculty, Professional Service and Cultural Institutions.

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

The 'combined positive' result for most questions are calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to the questions.

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

For example, the results for the statement '*Relationships at work are strained*' are displayed for those who said '*Disagree*' or '*Tend to Disagree*' to this statement i.e. the positive perception.

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

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

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

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

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

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

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

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

Understanding the effect of rounding

Figures throughout this report are displayed as whole numbers for the ease of reading. To ensure the figures are as accurate as possible we apply rounding to the figures to the nearest percentage point. Sometimes this will mean that the figures shown may not be identical if calculations are performed using the figures displayed in the report, however any difference would not be larger than ± 1 percentage point.

Therefore, if you sum the percentages for all the response options to a question the figure may not sum to 100% but may sum to 99% or 101%.

When combining the total positive responses, we first combine the number of responses and then calculate a combined percentage, rather than simply adding the two individual response percentages together.

In the example shown below, if we sum the displayed percentages for *agree* and *tend to agree* to calculate the percentage positive response it would be 91%, however, by using raw figures we calculate the result more accurately to 91.5289% which is rounded up to 92%.

EXAMPLE:

	Agree	Tend to Agree	Tend to Disagree	Disagree	Total	Total Positive responses calculation
	(A)	(B)	(C)	(D)	A+B+C+D	A+B
Number of responses	4289	2464	448	177	7,378	6,753
Percent of responses	58.1323%	33.3966%	6.0721%	2.3990%	100.0000%	91.5289% (this rounds up to 92%)
Rounds to	58%	33%	6%	2%	99%	91%

Note

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

Overall RAG Report

The University of Manchester - Faculty / Professional Services / Cultural Institutions: Staff Survey 2019

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		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2257	1345	1539	2119	164
		%	%	%	%	%	%	%	%
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	92	85	92	95	97
	Q1-2 I feel part of the University	81	82	-1	77	76	82	87	80
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	73	76	78	82	88
	Q1-4 I feel valued by the people I work with	81	81	0	82	77	82	83	82
	Q1-5 I feel I have a good work life balance	70	70	0	70	54	67	82	73
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	86	89	88	85	91
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	81	65	81	92	94
	Q1-8 Research staff are valued as part of the University community	87	88	-1	82	82	86	95	94
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	72	66	71	70	79
	Q1-10 Overall, I am satisfied with my job	80	81	-1	81	72	81	83	82
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	83	87	87	92	88
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	97	95	96	97	96
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	98	96	97	99	98
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	96	96	98	99
	Q2-5 I feel proud to work for the University	89	91	-2	90	81	89	92	95
	Q2-6 On the whole, communication in the University is effective	56	62	-6	61	43	52	63	69
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	51	37	49	60	59
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	76	64	75	83	86
	Q2-9 Would you recommend the University to a friend as a place to study?	79			80	75	78	81	78

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		%	%	%	%	%	%	%	%	%
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	56	45	56	73	69	
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	60	54	61	74	75	
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	46	40	46	64	63	
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	41	28	39	54	55	
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	58	40	54	66	70	
Question Block 4: Faculty/School/ Directorate/Divisional/ Cultural Institution Senior Management	Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	61			60	51	56	69	77	
	Q4-2 My local School or Department or Division is managed well	70			71	68	74	68	75	
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	82	75	76	82	84	
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	79	72	72	79	82	
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	80	79	76	83	79	
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	78	74	74	79	73	
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	77	70	72	79	73	
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	72	61	66	82	77	
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	71	64	65	71	68	
	Q5-8 My immediate line manager helps me develop in my role	73			76	67	69	76	72	

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Question Block 6: Performance and Personal Development	Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	73	72	1	76	76	64	73	71
	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	93	89	90	90	96
	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	85	82	83	88	89
	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	69	67	68	67	65
	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	66	59	67	72	64
	Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	74	76	-2	76	68	74	75	80
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	78	73	76	74	72
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	78	70	75	73	74
	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	81	75	79	79	80
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			24	25	25	19	18
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			15	12	19	20	21

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Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	89	90	89	93	93
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	86	87	90	88
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	91	86	89	92	95
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	96	93	95	95	98
	Q7-2 I have the information I need to do my job well	83	84	-1	85	80	82	85	82
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	77	75	74	81	75
	Q7-4 I feel fairly paid for the work I do	67	67	0	67	61	64	74	64
	Q7-5 My job security at the University is good	62	70	-8	52	52	62	76	78
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	74	65	71	84	83	
Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	94	90	94	92	85
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	83	77	79	85	80
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	90	87	86	92	91
	Q8-4 Communications between teams/sections are effective	63	64	-1	64	60	62	65	50
	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	36	28	29	44	42
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	65	56	61	70	68
	Q8-7 Relationships at work are not strained	74	74	0	76	70	76	74	74
	Q8-8 I am able to take regular breaks on most days	67	67	0	67	58	67	74	71
	Q8-9 I never feel stressed at work	8	9	-1	6	4	6	14	5
	Q8-10 My stress has not had an impact on my ability to cope with the work demands placed on me (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q89)	64	68	-4	65	58	62	69	69

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Question Block 9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	71	74	74	76	73
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7	85	82	87	87	87
	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	84	83	86	87	85
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	87	73	83	86	94
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	86	74	81	79	87
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	63	49	59	63	69
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	60	53	57	60	71
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	84	74	82	77	81
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	96	94	95	95	97
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	92	87	91	92	93
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	96	90	93	95	96
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	78	79	80	75	70
	Q10-3 I have a place I can go for a break at work	83	81	2	84	75	86	84	84
	Q10-4 Facilities for teaching students are good	88	86	2	90	82	84	94	97
	Q10-5 Facilities for research are good	91	91	0	91	86	87	96	98
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	84	82	81	91	88
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	73	59	80	82	87

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Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	50	31	45	55	74
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	50	40	55	62	59
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	17	14	19	15	21
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	49	44	50	64	78
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	56	40	54	62	65
Question Block 12: Acting upon the Survey	Q12-1 I intend to stay working for the University for at least the next three years	81			80	78	79	84	82
	Q12-2 I am confident results of the staff survey will be acted upon	56			57	42	56	64	64
	Q12-3 I have seen improvements since the last survey	45			41	34	45	56	54
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			27	29	34	52	34
	Q12-5 I feel my views are listened to	51			50	41	50	59	61
	Q12-6 I have had the opportunity to contribute to action planning activities	45			39	37	44	56	57