

Equality & Diversity Report
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The University of Manchester
Staff Survey 2019

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CAPITA

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The University of Manchester

Staff Survey 2019

Equality and Diversity Report

Introduction

The report provides a comparative analysis between the different demographics of respondents included in the 2019 staff survey to identify any 'real' differences in their responses, to help monitor or action plan for improvement.

Monitoring equality and diversity

What should employers do?

Employers have a responsibility to ensure that all staff are treated equally, regardless of their:

- age
- disability
- gender reassignment
- marriage/civil partnership status
- pregnancy/maternity status
- gender
- sexual orientation
- race
- religion/belief (or no belief).

These are known as '*protected characteristics*' and are covered by the Equality Act 2010.

Why is it important?

Monitoring and understanding staff perceptions of equality and diversity is important and benefits the staff, service users and the organisation as a whole. Monitoring equality and diversity should not just be about avoiding discrimination claims; it should be recognised that valuing equality and diversity in a workforce can benefit an organisation.

The EHRC has published guidance for public sector employers on the Equality Act 2010, stating:

"Compliance with the general equality duty is a legal obligation, but it also makes good business sense. An organisation that is able to provide services to meet the diverse needs of its users should find that it carries out its core business more efficiently. A workforce that has a supportive working environment is more productive. Many organisations have also found it beneficial to draw on a broader range of talent and to better represent the community that they serve.

Compliance ... should also result in better informed decision-making and policy development, and better policy outcomes. Overall, compliance can lead to services that are more appropriate to the user, and services that are more effective and cost-effective. This can lead to increased satisfaction with public services."

The benefits for organisations:***REDUCES RISK***

Gathering information on discrimination can help to identify ways of reducing it. This in turn helps to prevent discrimination claims, which can be costly (both financially and to an organisation's reputation).

ENHANCES REPUTATION

By identifying and understanding the needs of different groups of staff, an organisation can earn a reputation for actively valuing diversity within its workforce. This can enhance the perceptions of both staff and customers/service users.

IMPROVES RECRUITMENT AND RETENTION

An organisation that supports equal opportunities can draw on a more diverse range of skills and experience. This leads to an environment where staff feel appreciated, and they value each other's contributions.

INCREASES PRODUCTIVITY

Supporting and understanding the needs of different groups of staff helps improve job satisfaction, motivation and performance. If employees feel their organisation values a diverse workforce, then they are more likely to feel that they can be themselves at work, which in turn leads to greater levels of satisfaction, engagement and productivity.

The benefits for staff:***INCREASES AWARENESS AND COMMUNICATION***

The staff survey provides the opportunity to report (perceived) discriminatory behaviour. It is also a way of gathering views on what should change in order for their working environment to improve. The survey results can be used to inform policies and action plans. In turn, this will help to reinforce employees' awareness and adherence to equality and diversity work policies, which will create a more inclusive working environment for everyone.

PROMOTES EMPLOYEE ENGAGEMENT

Equality and diversity monitoring helps to foster an inclusive environment in which staff can be themselves and feel valued, which in turn leads to greater levels of staff engagement.

The benefits for customers and service users:***IMPROVES SERVICES***

Better awareness of equality and diversity issues leads to better understanding of these groups, which helps to improve quality of service to them.

How can the survey results be used?

Gathering the perceptions and experiences of employees with regard to equality and diversity helps assess whether the policies and procedures have a positive impact in the workplace. An employee engagement survey is a rich source of information providing evidence for this. For example, do staff with a disability have more negative perceptions and experiences working in the organisation than those without a disability?

As well as using the results from specific questions on equal opportunities, discrimination and bullying, it is also important to look at the other questions in the survey, to understand staff perceptions of the organisation as an employer generally, and to consider how these perceptions vary by different protected characteristics.

The aim of this report is to provide an assessment of the different perceptions and experiences of staff working at the University, providing a comparative analysis between respondents in the various demographic groups and identifying any 'real' differences in their responses.

About this report

For completeness, this report provides the results for all the demographic groups and for all survey questions in the tables found at the end of this report. Most sub-set questions have been excluded in this report due to the low number of responses to these questions and to protect anonymity. However for the purpose of this analysis the sub-questions regarding personal development (Q6-2 to Q6-6), stress at work (Q8-10) and reasons for discrimination (Q9-13a to Q9-13 j) have been included and are highlighted with *italics* in the tables in Part D.

To start to narrow the focus on where any action planning should be (and to ensure small differences are not given too much importance) the narrative part of this report looks at the questions for which demographic groups have scored statistically significantly worse than the overall University score.

Even this exercise generates a large number of negative perceptions, and it is not recommended to attempt to tackle them all. To help prioritisation, this report highlights which of the negative perceptions are considered to be key issues to address by the University. These relate to the most negative scores from the survey results and there is further explanation of how these are defined on page 11.

Finally, as a conclusion, the report identifies which of the key issues impact most directly on perceptions of equality and diversity, to provide a starting point for action planning.

In summary, this report:

- Provides the survey results for 55 demographic groups relating to gender, age group, disability status, sexual orientation, ethnicity, caring responsibility, nationality and religion or belief.
- Compares these results to those for the University overall and highlights any questions where a demographic group achieves a score that is significantly lower or higher.
- Indicates perceptions that are particularly negative for demographic groups.
- Provides the key equality and diversity issues for action planning going forward.

Please note some demographic groups have been consolidated due to low numbers of responses. These groups are as follows:

- 'Sikh' and 'Other' religion or belief groups
- 'Gypsy or Traveller', 'Black or Black British - Other' and 'Other' ethnic background groups.

PART A – Analysis Summary

There are a number of statistically significant¹ negative issues highlighted from the staff survey data. The following sections outline the differences between demographic groups from the survey overall as shown in the summary table on the next page:

- There were 766 statistically significant negative differences (197 when ‘prefer not to say’ is excluded) across 102 survey questions and 55 demographic groups.
- When ‘prefer not to say’ groups are excluded, the group with the highest number of statistically significant negative responses is the group of staff who describe their ethnicity as ‘White - Other Background’ (31).
- Demographic groups that do not have any statistically significant negative issues are:
 - Disability: No
 - Sexual Orientation: Gay Woman/Lesbian
 - Sexual Orientation: Heterosexual
 - Ethnicity: Asian or Asian British - Bangladeshi
 - Ethnicity: Arab
 - Ethnicity: Mixed - White and Asian
 - Ethnicity: Mixed - White and Black African
 - Ethnicity: Mixed - White and Black Caribbean
 - Religion or Belief: Christian
 - Religion or Belief: Other (including Sikh).

The table on the following page helps to identify the prevalence of negative perceptions in each demographic group. ‘Prefer not to say’ has been included in the table, and the number of statistically significant negative responses is generally high. However, this group is not considered in the rest of the report as there is unlikely to be homogeneity within the groups. Any differences observed within the ‘Prefer not to say’ group cannot be addressed by the employer as it is not possible to target employees who prefer not to reveal aspects of their details.

This table helps to identify the prevalence of negative perceptions in each group. Care should be taken not to interpret these results as meaning that all the individuals in the demographic group feel that they are treated differently because of their gender, age, etc. This should be used as a guide to understand which groups need to be consulted, on what issues, and any remedial action to be taken.

¹ A statistically significant difference, i.e. the difference is unlikely to have occurred by chance.

Number of questions achieving significantly negative scores (compared to the University score), by survey section and protected characteristic	1: Job Satisfaction	2: University Goals and Values	3: Senior Leadership	4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management	5: My Manager	6: Performance and Personal Development	7: My Role	8: My Work Experience	9: Dignity at Work	10: Physical Environment	11: Managing Change	12: Acting upon the Survey	Total
Gender: Female									1				1
Gender: Male						1	1	1	1	1	1	1	7
Gender: In another way		2	1			1		1	4	1	1		11
Gender: Prefer not to say	10	9	5	2	8	8	9	10	7	5	5	6	84
Age Group: 25 years or under						1			3	1		2	7
Age Group: 26 - 35 years		1				1	1		3	3		2	11
Age Group: 36 - 45 years									2				2
Age Group: 46 - 55 years	1	1			1	1		2			1		7
Age Group: 56 - 65 years	1				2	2			1		2		8
Age Group: 66 years and over						1						1	2
Age Group: Prefer not to say	9	8	5	2	8	9	9	10	7	5	5	6	83
Disability: Yes	2	1				2	3	5	7	1	2	2	25
Disability: No													0
Disability: Prefer not to say	9	6	5	2	8	5	7	8	7	4	4	5	70
Sexual Orientation: Bisexual								1				1	2
Sexual Orientation: Gay Man									1				1
Sexual Orientation: Gay Woman/Lesbian													0
Sexual Orientation: Heterosexual													0
Sexual Orientation: Other										1			1
Sexual Orientation: Prefer not to say	9	8	5	2	6	4	7	7	7	5	4	5	69
Caring Responsibility: Yes – children under 16									2				2
Caring Responsibility: Yes – elderly or dependent adult								1	2				3
Caring Responsibility: Yes - both children under 16 AND elderly or dependent adult(s)	1							2	2				5
Caring Responsibility: No												1	1
Caring Responsibility: Prefer not to say	7	6	5	2	5	1	2	5	4		4	3	44

Number of questions achieving significantly negative scores (compared to the University score), by survey section and protected characteristic	1: Job Satisfaction	2: University Goals and Values	3: Senior Leadership	4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management	5: My Manager	6: Performance and Personal Development	7: My Role	8: My Work Experience	9: Dignity at Work	10: Physical Environment	11: Managing Change	12: Acting upon the Survey	Total
Nationality: The UK						1							1
Nationality: The European Union (EU) (excluding UK)	1		5	1	1		2	2	1	3	1	5	22
Nationality: An international country outside the EU						1	2		1				4
Nationality: Prefer not to say	9	9	5	2	8	5	9	9	7	5	4	5	77
Ethnicity: White - British						1							1
Ethnicity: White - Irish									1				1
Ethnicity: White - Other Background	4	4	5	1	1	1	2	5	1	3	1	3	31
Ethnicity: Asian or Asian British - Indian									1				1
Ethnicity: Asian or Asian British - Pakistani						1	1		7	1		1	11
Ethnicity: Asian or Asian British - Bangladeshi													0
Ethnicity: Asian or Asian British - Other						1			1				2
Ethnicity: Chinese									2				2
Ethnicity: Arab													0
Ethnicity: Black or Black British - African									1				1
Ethnicity: Black or Black British - Caribbean									1				1
Ethnicity: Mixed - White and Asian													0
Ethnicity: Mixed - White and Black African													0
Ethnicity: Mixed - White and Black Caribbean													0
Ethnicity: Other Mixed background	1								1				2
Ethnicity: Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other)			1		1		3		2				7
Ethnicity: Prefer not to say	9	8	5	2	8	6	9	7	8	4	4	4	74

Number of questions achieving significantly negative scores (compared to the University score), by survey section and protected characteristic	1: Job Satisfaction	2: University Goals and Values	3: Senior Leadership	4: Faculty/School/Directorate/Divisional/Cultural Institution Senior Management	5: My Manager	6: Performance and Personal Development	7: My Role	8: My Work Experience	9: Dignity at Work	10: Physical Environment	11: Managing Change	12: Acting upon the Survey	Total
Religion or Belief: No religion or belief			1										1
Religion or Belief: Buddhist						1							1
Religion or Belief: Christian													0
Religion or Belief: Hindu						1			1				2
Religion or Belief: Jewish					1		2	1	1				5
Religion or Belief: Muslim									4				4
Religion or Belief: Spiritual									1				1
Religion or Belief: Other (including Sikh)													0
Religion or Belief: Prefer not to say	9	8	5	2	6	3	9	7	7	4	4	4	68

PART B – Negative Perceptions by Demographic Group

Introduction

This section of the report looks at the instances where a demographic group had a statistically significant more negative response than others. Note that while a difference may be statistically significant, the difference may also be very small and so this section also identifies which of these have a difference that is of sufficient magnitude to be highlighted as a key issue to address by the University. This is defined as a difference of at least 10 percentage points worse than the overall score. For example, looking at the question “*I feel the University acts fairly with regard to training and development*”, 70% of staff with a disability agreed with this statement, compared with 80% of staff overall. The difference of ten percentage points is of sufficient magnitude to be highlighted as a key issue to be addressed.

Please note the following demographic groups had no perceptions that were significantly worse than the overall University score:

Disability: No
Sexual Orientation: Gay Woman/Lesbian
Sexual Orientation: Heterosexual
Ethnicity: Asian or Asian British - Bangladeshi
Ethnicity: Arab
Ethnicity: Mixed - White and Asian
Ethnicity: Mixed - White and Black African
Ethnicity: Mixed - White and Black Caribbean
Religion or Belief: Christian
Religion or Belief: Other (including Sikh)

Staff indicating ‘prefer not to say’

The key findings by demographic group below are all statistically significant results and are of sufficient magnitude to be key issues to address by the University. The categories relating to staff indicating ‘prefer not to say’ on the questionnaire for all demographic groups have not been covered in the following section, due to the difficulty in addressing issues with these groups.

There may be several reasons why an employee would select ‘prefer not to say’ on the survey, but it is possible that staff who are generally more disenchanted with, or distrustful of their employer may be more likely to select this option. If the employee does not feel comfortable with giving this information, it may signify a degree of dissatisfaction at work, and so these staff can often be more negative generally in their survey responses.

There is likely to be some overlap with the staff selecting ‘prefer not to say’ at any of these questions; i.e. typically, a respondent selecting ‘prefer not to say’ for one question is likely to select this option for others.

It can be seen in the table on pages 8-10 that there was a large volume of statistically significantly negative perceptions for staff selecting ‘prefer not to say’. Given the difficulty in addressing these perceptions directly with the staff concerned, these issues are not included in the following section.

Calculating the response

To calculate which groups gave a more negative response than others, we need to use the ‘combined positive’ result for each question. For most questions/statements the positive response is ‘Yes’ or ‘Agree and Tend to Agree’. However, the positive response for some questions is ‘No’ or ‘Disagree and Tend to Disagree’. For example, the ‘No’ response is the positive result for the question

'Have you felt discriminated against at work in the last 12 months?'. Therefore, for ease of understanding, the question text is reversed to 'I **have not** felt discriminated against at work in the last 12 months'. Questions which have been reversed have been highlighted in grey in the tables (PART D).

To ensure anonymity is maintained, most sub-set or secondary questions are excluded. However for the purpose of this analysis the sub-questions regarding personal development (Q6-2 to Q6-6), stress at work (Q8-10) and reasons for discrimination (Q9-13a to Q9-13 j) have been included and are highlighted with *italics* in the tables in Part D.

Key issues to address

The following section shows where a demographic group had a statistically significant more negative response than others:

Gender: Female

Staff who indicated their gender as Female have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their gender as Female had a more negative view on the following issue:

- 1) Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Gender: Male

Staff who indicated their gender as Male have seven statistically significant negative responses, these are not of sufficient magnitude to be considered important issues to address.

Gender: In another way

Staff who indicated their gender as In another way have 11 statistically significant negative responses, these are all of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their gender as In another way had a more negative view on the following issues:

- 1) Q2-6 On the whole, communication in the University is effective
- 2) Q2-9 Would you recommend the University to a friend as a place to study?
- 3) Q3-1 The President's Senior Leadership Team manage and lead the University well
- 4) 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)
- 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 Q8-9)
- 6) Q9-4 I believe the University is committed to equality of opportunity for all of its staff
- 7) Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 8) Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 9) Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 10) Q10-7 Do you know how to report accidents and incidents?
- 11) Q11-3 Generally, more could not be done to help staff prepare for and cope with change

Age Group: 25 years or under

Staff who indicated their age group as 25 years or under have seven statistically significant negative responses, four of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated they are aged 25 years or under had a more negative view on the following issues:

- 1) Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?
- 2) Q9-1 Are you aware of the University's Dignity at Work and Study Policy?
- 3) Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 4) Q12-1 I intend to stay working for the University for at least the next three years

Age Group: 26 - 35 years

Staff who indicated their age group as 26 - 35 years have 11 statistically significant negative responses, one of these is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated they are aged 26 - 35 years had a more negative view on the following issue:

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

Age Group: 36 - 45 years

Staff who indicated their age group as 36 - 45 years have two statistically significant negative responses, these are not of sufficient magnitude to be considered important issues to address.

Age Group: 46 - 55 years

Staff who indicated their age group as 46 - 55 years have seven statistically significant negative responses, these are not of sufficient magnitude to be considered important issues to address.

Age Group: 56 - 65 years

Staff who indicated their age group as 56 - 65 years have eight statistically significant negative responses, two of these is of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated they are aged 56 - 65 years had a more negative view on the following issues:

- 1) 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)?
- 2) Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Age Group: 66 years and over

Staff who indicated their age group as 66 years and over have two statistically significant negative responses, both are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff aged 66 years and over had a more negative view on the following issues:

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

Disability: Yes

Staff who indicated they have a disability have 25 statistically significant negative responses, four of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated they have a disability had a more negative view on the following issues:

- 1) Q1-9 Professional services staff are valued as part of the University community
- 2) 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)
- 3) Q9-5d I feel the University acts fairly with regard to training and development
- 4) Q9-11 I have not felt discriminated against at work in the last 12 months
- 5) Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Sexual Orientation: Bisexual

Staff who indicated their sexual orientation as Bisexual have two statistically significant negative responses, these are not of sufficient magnitude to be considered important issues to address.

Sexual Orientation: Gay Man

Staff who indicated their sexual orientation as Gay Man have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their sexual orientation as Gay Man had a more negative view on the following issue:

- 1) Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Sexual Orientation: Other

Staff who indicated their sexual orientation as Other have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their sexual orientation as Other had a more negative view on the following issue:

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

Caring Responsibility: Yes – children under 16

Staff who indicated they have caring responsibilities for children under 16 have two statistically significant negative responses, both of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated they have caring responsibilities for children under 16 had a more negative view on the following issues:

- 1) Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 2) Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Caring Responsibility: Yes – elderly or dependent adult

Staff who indicated they have caring responsibilities for an elderly or dependent adult have three statistically significant negative responses, these are not of sufficient magnitude to be considered important issues to address.

Caring Responsibility: Yes – both children under 16 and elderly or dependent adult(s)

Staff who indicated they have caring responsibilities for both children under 16 and elderly or dependent adult(s) have five statistically significant negative responses, two of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated they have caring responsibilities for both children under 16 and elderly or dependent adult(s) had a more negative view on the following issues:

- 1) Q8-8 I am able to take regular breaks on most days
- 2) Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Caring Responsibility: No

Staff who indicated they do not have any caring responsibilities have one statistically significant negative response, it is not of sufficient magnitude to be considered an important issue to address.

Nationality: The UK

Staff who indicated their nationality as the UK have one statistically significant negative response, this is not of sufficient magnitude to be considered an important issue to address.

Nationality: The European Union (EU) (excluding UK)

Staff who indicated their nationality as the European Union (EU) (excluding UK) have 22 statistically significant negative responses, four of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their nationality as the European Union (EU) (excluding UK) had a more negative view on the following issues:

- 1) Q1-5 I feel I have a good work life balance
- 2) Q7-6 Overall, I feel the University offers a good pay and benefits package
- 3) Q9-1 Are you aware of the University's Dignity at Work and Study Policy?
- 4) Q12-6 I have had the opportunity to contribute to action planning activities

Nationality: An international country outside the EU

Staff who indicated their nationality as an international country outside the EU have four statistically significant negative responses, two of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their nationality as an international country outside the EU had a more negative view on the following issues:

- 1) Q7-6 Overall, I feel the University offers a good pay and benefits package
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: White - British

Staff who indicated their ethnicity as White - British have one statistically significant negative response, it is not of sufficient magnitude to be considered an important issue to address.

Ethnicity: White - Irish

Staff who indicated their ethnicity as White - Irish have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their ethnicity as White - Irish had a more negative view on the following issue:

- 1) Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: White - Other Background

Staff who indicated their ethnicity as White - Other Background have 31 statistically significant negative responses, two these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as White - Other Background had a more negative view on the following issues:

- 1) Q1-5 I feel I have a good work life balance
- 2) Q7-6 Overall, I feel the University offers a good pay and benefits package

Ethnicity: Asian or Asian British - Indian

Staff who indicated their ethnicity as Asian or Asian British - Indian have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their ethnicity as Asian or Asian British - Indian had a more negative view on the following issue:

- 1) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Asian or Asian British - Pakistani

Staff who indicated their ethnicity as Asian or Asian British - Pakistani have 11 statistically significant negative responses, all of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as Asian or Asian British - Pakistani had a more negative view on the following issues:

- 1) Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively
- 2) Q7-4 I feel fairly paid for the work I do
- 3) Q9-1 Are you aware of the University's Dignity at Work and Study Policy?
- 4) Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?
- 5) Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination
- 6) Q9-4 I believe the University is committed to equality of opportunity for all of its staff
- 7) Q9-5d I feel the University acts fairly with regard to training and development
- 8) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 9) Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 10) Q10-7 Do you know how to report accidents and incidents?
- 11) Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results

Ethnicity: Asian or Asian British - Other

Staff who indicated their ethnicity as Asian or Asian British - Other have two statistically significant negative responses, these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as Asian or Asian British - Other had a more negative view on the following issues:

- 1) Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Chinese

Staff who indicated their ethnicity as Chinese have two statistically significant negative responses, these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as Chinese had a more negative view on the following issues:

- 1) Q9-1 Are you aware of the University's Dignity at Work and Study Policy?
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Black or Black British - African

Staff who indicated their ethnicity as Black or Black British - African have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their ethnicity as Black or Black British - African had a more negative view on the following issue:

- 1) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Black or Black British - Caribbean

Staff who indicated their ethnicity as Black or Black British - Caribbean have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their ethnicity as Black or Black British - Caribbean had a more negative view on the following issue:

- 1) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Other Mixed background

Staff who indicated their ethnicity as Other Mixed background have two statistically significant negative responses, these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as Other Mixed background had a more negative view on the following issues:

- 1) Q1-8 Research staff are valued as part of the University community
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Ethnicity: Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other)

Staff who indicated their ethnicity as Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other) have seven statistically significant negative responses, all are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their ethnicity as Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other) had a more negative view on the following issues:

- 1) Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed
- 2) Q5-3 My immediate line manager keeps me informed about things I should know about
- 3) Q7-4 I feel fairly paid for the work I do
- 4) Q7-5 My job security at the University is good
- 5) Q7-6 Overall, I feel the University offers a good pay and benefits package
- 6) Q9-11 I have not felt discriminated against at work in the last 12 months
- 7) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Religion or Belief: No religion or belief

Staff who indicated their religion or belief as no religion or belief have one statistically significant negative response, it is not of sufficient magnitude to be considered an important issue to address.

Religion or Belief: Buddhist

Staff who indicated their religion or belief as Buddhist have one statistically significant negative response, it is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their religion or belief as Buddhist had a more negative view on the following issue:

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

Religion or Belief: Hindu

Staff who indicated their religion or belief as Hindu have two statistically significant negative responses, these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their religion or belief as Hindu had a more negative view on the following issues:

- 1) Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Religion or Belief: Jewish

Staff who indicated their religion or belief as Jewish have five statistically significant negative responses, all of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their religion or belief as Jewish had a more negative view on the following issues:

- 1) Q5-6 My immediate line manager helps me find a good work-life balance
- 2) Q7-4 I feel fairly paid for the work I do
- 3) Q7-6 Overall, I feel the University offers a good pay and benefits package
- 4) Q8-6 I am able to handle all the conflicting demands on my time at work
- 5) Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Religion or Belief: Muslim

Staff who indicated their religion or belief as Muslim have four statistically significant negative responses, three of these are of sufficient magnitude to be considered important issues to address. Compared to the overall score, staff who indicated their religion or belief as Muslim had a more negative view on the following issues:

- 1) Q9-1 Are you aware of the University's Dignity at Work and Study Policy?
- 2) Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)
- 3) Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

Religion or Belief: Spiritual

Staff who indicated their religion or belief as Spiritual have one statistically significant negative response, this is of sufficient magnitude to be considered an important issue to address. Compared to the overall score, staff who indicated their religion or belief as Spiritual had a more negative view on the following issue:

- 1) Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)

PART C – Issues for Action

It may not be possible to address all the issues shown in the previous section. It is recommended the issues for action relate directly to equality of opportunity and being treated fairly. These may directly impact on staff's health and wellbeing (e.g. harassment, bullying and discrimination) and also directly affect perceptions of fairness and equality (e.g. how staff are treated by their line managers, allocation of work, access to training etc).

Perceptions that would not usually be priorities for action are those relating to more general views about work experiences. For example, if more females than males felt it was too noisy in their work area, this would not be considered a priority for action. Neither would areas of dissatisfaction with employment that cannot be attributed to equality and diversity issues, but perhaps general working practices, workflows or organisational cultures.

The key *equality* issues identified within this report to be addressed by the University are set out below.

Key equality issues:

Gender: Female

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Gender

Gender: In another way

- They are less likely to say their line manager has supported them in accessing the learning and development identified in their personal development objectives
- They are more likely to say their stress has had an impact on their ability to cope with work demands
- They are less likely to say they believe the University is committed to equality of opportunity for all of its staff
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Pregnancy or maternity/paternity leave
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Sexual orientation
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Caring responsibility
- They are more likely to say generally, more could be done to help staff prepare for and cope with change

Age Group: 25 years or under

- They are less likely to say they have had an individual Performance and Development Review (P&DR) or probation review in the last 12 months
- They are less likely to say they are aware of the University's Dignity at Work and Study Policy
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Age

Age Group: 26 - 35 years

- They are less likely to say they are aware of the University's Dignity at Work and Study Policy

Age Group: 56 - 65 years

- They are less likely to say in the past 12 months, they have taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Age

Key equality issues:**Age Group: 66 years and over**

- They are less likely to say in the past 12 months, they have taken part in any type of work-related learning or development (including e-learning, online learning or face-to-face training)

Disability: Yes

- They are less likely to say Professional services staff are valued as part of the University community
- They are more likely to say their stress has had an impact on their ability to cope with work demands
- They are less likely to say they feel the University acts fairly with regard to training and development
- They are more likely to say they have felt discriminated against at work in the last 12 months
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Disability

Sexual Orientation: Gay Man

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Sexual orientation

Sexual Orientation: Other

- They are less likely to say they are aware of the services the University provides to support their well-being

Caring Responsibility: Yes – children under 16

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Pregnancy or maternity/paternity leave
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Caring responsibility

Caring Responsibility: Yes – both children under 16 and elderly or dependent adult(s)

- They are less likely to say they are able to take regular breaks on most days
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Caring responsibility

Nationality: The European Union (EU) (excluding UK)

- They are less likely to say they feel they have a good work life balance
- They are less likely to say they are aware of the University's Dignity at Work and Study Policy
- They are less likely to say they have had the opportunity to contribute to action planning activities

Nationality: An international country outside the EU

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: White - Irish

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Gender

Ethnicity: White - Other Background

- They are less likely to say they feel they have a good work life balance

Asian or Asian British - Indian

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Key equality issues:**Ethnicity: Asian or Asian British - Pakistani**

- They are less likely to say they feel there are sufficient learning and development opportunities available to them to do their job more effectively
- They are less likely to say they feel fairly paid for the work they do
- They are less likely to say they are aware of the University's Dignity at Work and Study Policy
- They are less likely to say they are aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')
- They are less likely to say they are aware of their responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination
- They are less likely to say they believe the University is committed to equality of opportunity for all of its staff
- They are less likely to say they feel the University acts fairly with regard to training and development
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Religion

Ethnicity: Asian or Asian British - Other

- They are less likely to say they have had an individual Performance and Development Review (P&DR) or probation review in the last 12 months
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: Chinese

- They are less likely to say they are aware of the University's Dignity at Work and Study Policy
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: Black or Black British - African

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: Black or Black British - Caribbean

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: Other Mixed background

- They are less likely to say Research services staff are valued as part of the University community
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Ethnicity: Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other)

- They are less likely to say their immediate line manager keeps me informed about things they should know about
- They are less likely to say they feel fairly paid for the work they do
- They are more likely to say they have felt discriminated against at work in the last 12 months
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Religion or Belief: Buddhist

- They are less likely to say they have had an individual Performance and Development Review (P&DR) or probation review in the last 12 months

Key equality issues:**Religious Belief: Hindu**

- They are less likely to say they have had an individual Performance and Development Review (P&DR) or probation review in the last 12 months
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race

Religion or Belief: Jewish

- They are less likely to say their immediate line manager helps them find a good work-life balance
- They are less likely to say they feel fairly paid for the work they do
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Religion or belief

Religion or Belief: Muslim

- They are less likely to say they are aware of the University's Dignity at Work and Study Policy
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Race
- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Religion or belief

Religion or Belief: Spiritual

- They are more likely to say they have felt discriminated against at work in the last 12 months because of: Disability

PART D – Significance Tables

This section provides the responses to each question in the survey in percentage form. This allows for easy comparison between the organisation as a whole and sub-groups of staff. The colour coding provides an easy format to identify the most positive and negative perceptions.

The report shows the aggregate percentage of respondents providing a positive response to each question for the University overall and for the 55 demographic groups on the survey. Data for groups with fewer than ten respondents have been combined in the report to protect respondent anonymity.

The following describes the colour coding within the tables:

- Where the staff sub-group score is significantly more negative than the University score, it is coloured **red**.
- Where the staff sub-group score is significantly more positive than the University score, it is coloured **green**.

To help show where the strongest negative perceptions lie (and therefore the issues to prioritise), significantly more negative scores (a red score) that are **at least 10 percentage points** worse than the scores for the University overall are shown in **bold white text**.

For example, 70% of staff with a disability agreed with the statement “*I feel the University acts fairly with regard to training and development*”. This is statistically significantly worse than the University score, where 80% agreed and so is included in this report as a significantly negative perception. Furthermore, the score of 70% is at least 10 percentage points worse than the score for the University overall, so the score of 70% for staff with a disability is also shown in bold white text.

These questions should be prioritised for action planning and are referred to in the report as ‘key issues to be addressed’.

Calculating the response

To calculate which groups gave a more negative response than others, we need to use the ‘combined positive’ result for each question. For most questions/statements the positive response is ‘Yes’ or ‘Agree and Tend to Agree’. However, the positive response for some questions is ‘No’ or ‘Disagree and Tend to Disagree’. For example, the ‘No’ response is the positive result for the question ‘*Have you felt discriminated against at work in the last 12 months?*’. Therefore, for ease of understanding, the question text is reversed to ‘***I have not felt discriminated against at work in the last 12 months***’. Questions which have been reversed have been highlighted in grey in the tables.

To ensure anonymity is maintained, most sub-set or secondary questions are excluded. However for the purpose of this analysis the sub-questions regarding personal development (Q6-2 to Q6-6), stress at work (Q8-10) and reasons for discrimination (Q9-13a to Q9-13 j) have been included and these are highlighted with *italics* in the tables.

Please note, the survey contained some dynamically route question, which were only asked of relevant people e.g. only people who felt they had experiences discrimination were asked which factors they felt underpinned the discrimination. These ‘sub-questions’ are reported on the base of those being asked the supplementation question, rather than on the whole survey base. Where no respondents were routed to the explanatory sub-questions, 100% positive response is shown for reference but colour coding has not been applied

Gender/Age Group

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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, then by Gender and Age Group. The coloured cells indicate a statistically significant difference to the overall organisation percentage score. There may be variation up to 1% when compared to the Frequency Data report due to rounding.

		Total number of respondents			Total Reds				Total Greens						
		7424	7658		1	7	11	84	7	11	2	7	8	2	83
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	42	7	11	1	61	43	5	12	17	42	1
Question Block	Question				Gender				Age Group						
		%	%	%	Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say
		3659	3088	20	387	333	1707	2044	1593	930	94	423			
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	94	91	90	76	98	95	93	90	90	98	78
	Q1-2 I feel part of the University	81	82	-1	83	81	60	64	86	81	83	81	79	88	67
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	80	77	70	60	82	79	79	78	78	85	62
	Q1-4 I feel valued by the people I work with	81	81	0	83	82	80	63	87	85	82	80	82	91	66
	Q1-5 I feel I have a good work life balance	70	70	0	73	69	60	52	88	76	71	67	68	80	52
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	89	85	80	81	85	87	90	87	84	91	84
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	85	80	70	67	93	86	83	78	79	83	69
	Q1-8 Research staff are valued as part of the University community	87	88	-1	90	85	90	77	94	87	88	86	87	90	78
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	73	70	65	50	72	73	69	71	73	83	54
	Q1-10 Overall, I am satisfied with my job	80	81	-1	83	80	70	61	89	84	81	78	81	97	61
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	90	85	80	80	84	85	87	89	89	92	83
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	98	97	95	92	98	97	97	96	97	97	93
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	98	98	100	94	98	98	98	98	99	99	95
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	99	97	100	91	100	98	98	97	98	98	92
	Q2-5 I feel proud to work for the University	89	91	-2	92	88	70	72	95	93	91	87	88	96	70
	Q2-6 On the whole, communication in the University is effective	56	62	-6	61	55	30	32	68	61	57	57	55	65	35
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	54	51	50	30	59	53	52	51	53	58	33
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	80	76	70	50	90	83	78	72	76	89	51
	Q2-9 Would you recommend the University to a friend as a place to study?	79			81	79	55	64	87	79	80	79	80	92	63

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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).

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Question Block	Question				Gender				Age Group							
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		3659	3088	20	387	333	1707	2044	1593	930	94	423				
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	64	58	25	33	64	58	60	64	63	70	39	
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	68	61	45	44	63	61	64	67	67	74	48	
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	54	49	40	30	52	50	50	55	54	64	34	
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	47	41	30	20	44	43	43	46	45	48	20	
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	61	56	35	33	62	58	58	59	59	67	31	
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			66	59	60	36	74	66	60	61	58	72	39	
	Q4-2 My local School or Department or Division is managed well	70			72	72	60	54	75	73	71	71	71	84	54	
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	81	81	70	66	87	86	80	78	78	84	65	
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	78	77	70	59	84	81	76	76	74	80	58	
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	81	81	85	63	89	83	79	80	77	90	65	
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	78	78	70	61	85	80	77	76	76	90	62	
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	76	77	65	57	86	80	75	75	73	85	56	
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	74	72	70	55	90	80	73	68	64	75	54	
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	69	70	75	52	81	75	67	69	64	72	53	
	Q5-8 My immediate line manager helps me develop in my role	73			74	74	80	54	84	79	72	71	69	81	55	

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The data is categorised by the University of Manchester, then by Gender and Age Group. The coloured cells indicate a statistically significant difference to the overall organisation percentage score.

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

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Question Block	Question	Gender				Age Group									
		Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say			
		3659	3088	20	387	333	1707	2044	1593	930	94	423			
		%	%	%	%	%	%	%	%	%	%	%	%	%	%
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	74	71	70	67	58	66	76	76	75	64	73
	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	92	91	79	84	94	94	92	89	91	96	85
	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	86	85	93	81	93	89	86	83	83	83	80
	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	46	60	77	71	67	67	67	77	59
	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	69	67	38	44	78	70	65	68	68	67	46
	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	77	74	71	55	89	79	75	72	72	85	58
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	76	76	70	60	76	75	73	77	82	90	62
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	76	75	70	58	77	76	73	76	78	90	58
	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	82	76	85	72	91	84	80	79	69	53	72
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			22	24	35	20	34	29	24	18	15	17	16
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			16	19	15	12	25	19	16	17	15	10	12

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Question Block	Question	Total number of respondents			Total Reds				Total Greens						
		7424	7658		1	7	11	84	7	11	2	7	8	2	83
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say
		%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	92	90	90	84	95	90	90	91	92	99	83
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	88	90	77	95	89	87	89	92	98	76
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	92	89	75	81	95	91	89	90	94	98	80
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	96	95	95	89	97	95	95	94	97	99	90
	Q7-2 I have the information I need to do my job well	83	84	-1	85	84	80	67	90	86	83	84	85	93	67
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	78	79	75	59	84	81	77	77	76	88	61
	Q7-4 I feel fairly paid for the work I do	67	67	0	72	65	55	55	65	66	68	70	72	74	58
	Q7-5 My job security at the University is good	62	70	-8	62	64	60	44	61	58	60	64	76	87	45
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	81	72	70	52	84	76	76	76	78	86	56	
Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	93	93	85	85	91	94	93	92	93	98	85
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	82	83	75	69	86	85	81	81	82	90	69
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	91	90	100	77	92	91	89	90	91	96	80
	Q8-4 Communications between teams/sections are effective	63	64	-1	65	63	60	48	68	65	61	64	68	83	48
	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	40	31	40	28	57	41	35	30	33	42	27
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	67	62	55	52	82	68	62	60	65	72	54
	Q8-7 Relationships at work are not strained	74	74	0	76	76	75	58	79	78	74	74	74	86	63
	Q8-8 I am able to take regular breaks on most days	67	67	0	67	70	60	58	83	73	66	65	66	73	56
	Q8-9 I never feel stressed at work	8	9	-1	7	10	10	3	14	8	7	7	12	27	3
	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	67	64	39	52	73	65	63	63	69	83	56

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Question Block	Question	Gender				Age Group										
		Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say				
		3659	3088	20	387	333	1707	2044	1593	930	94	423				
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	76	71	80	74	55	63	74	81	83	82	77	
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7	86	85	75	81	83	79	85	89	94	93	83	
	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	86	84	85	82	79	80	84	89	91	92	85	
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	85	85	60	65	89	88	84	83	83	91	66	
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	83	81	74	60	84	82	81	82	82	87	61	
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	62	61	47	41	69	64	57	62	64	80	41	
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	62	56	50	43	67	61	57	58	62	68	44	
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	83	79	80	63	85	81	79	82	82	89	65	
Q9-6 I am not currently being harassed or bullied at work	95	95	0	96	96	95	90	99	97	96	95	94	97	90		

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Question Block	Question	Gender				Age Group									
		Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say			
		3659	3088	20	387	333	1707	2044	1593	930	94	423			
		%	%	%	%	%	%	%	%	%	%	%	%	%	%
Question Block 9: Dignity at Work	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	90	93	95	84	91	94	90	91	93	94	84
	Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	93	94	-1	87	100	0	98	100	90	84	98	100	80	99
	Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	75	78	-3	74	76	100	78	37	68	85	81	60	40	74
	Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	63	71	-8	52	81	100	67	60	51	64	63	81	40	66
	Q9-13d I have not felt discriminated against at work in the last 12 months because of my: Trans (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	99	100	-1	100	99	100	98	97	100	100	99	100	80	99
	Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	87	89	-2	87	88	100	85	100	85	92	83	81	80	87
	Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	82	84	-2	87	75	100	75	90	81	81	84	82	80	75
	Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	95	96	-1	98	89	0	98	97	92	95	94	97	80	99
	Q9-13h I have not felt discriminated against at work in the last 12 months because of my: Marital/civil partnership status (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	98	99	-1	97	99	100	98	100	97	99	97	97	100	99
	Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	96	95	1	97	94	100	97	93	96	94	97	97	80	97
	Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	83	89	-6	79	90	0	80	97	95	74	83	82	100	85

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		%	%	%	%	%	%	%	%	%	%	%	%	%	%
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	94	95	89	85	98	96	94	93	93	98	87
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	78	79	75	65	81	75	79	80	81	88	66
	Q10-3 I have a place I can go for a break at work	83	81	2	82	85	79	79	86	82	84	83	85	87	80
	Q10-4 Facilities for teaching students are good	88	86	2	90	87	71	82	95	91	89	86	87	90	82
	Q10-5 Facilities for research are good	91	91	0	93	90	81	82	97	91	91	91	91	88	84
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	90	80	84	73	87	82	86	87	88	90	75
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	72	77	50	73	66	69	73	80	84	74	73

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Question Block	Question				Gender				Age Group							
		%	%	%	Female	Male	In another way	Prefer not to say	25 years or under	26 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	66 years and over	Prefer not to say	
		3659	3088	20	387	333	1707	2044	1593	930	94	423				
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	51	48	40	23	58	59	46	43	48	55	24	
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	56	52	40	32	59	54	54	55	53	53	32	
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	17	16	5	12	21	21	15	17	13	22	11	
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	56	53	61	33	66	60	54	52	47	61	32	
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	62	51	60	29	63	60	56	55	52	65	30	
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			82	80	74	73	64	74	85	88	81	66	74	
	Q12-2 I am confident results of the staff survey will be acted upon	56			63	54	72	31	63	61	57	57	57	66	33	
	Q12-3 I have seen improvements since the last survey	45			52	42	50	23	53	47	46	49	45	51	24	
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			38	34	44	28	29	30	36	44	38	35	30	
	Q12-5 I feel my views are listened to	51			56	50	53	26	59	55	52	54	50	60	26	
	Q12-6 I have had the opportunity to contribute to action planning activities	45			46	46	68	28	42	42	45	52	46	48	29	

Disability/Sexual Orientation

01 Draft

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Question Block	Question	Total number of respondents			Total Reds			Total Greens			Disability			Sexual Orientation										
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	25	0	70	2	1	0	0	1	69	428	5779	316	173	196	111	5228	48	661		
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	89	93	81	94	94	93	93	96	85											
	Q1-2 I feel part of the University	81	82	-1	77	83	69	82	84	82	83	73	71											
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	78	79	62	79	81	83	80	75	69											
	Q1-4 I feel valued by the people I work with	81	81	0	76	84	68	80	83	85	84	85	73											
	Q1-5 I feel I have a good work life balance	70	70	0	67	72	58	74	73	67	72	70	61											
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	85	88	86	86	90	92	88	90	85											
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	80	83	70	83	78	79	84	74	72											
	Q1-8 Research staff are valued as part of the University community	87	88	-1	86	88	79	90	88	89	89	85	79											
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	60	73	56	65	66	71	73	67	61											
	Q1-10 Overall, I am satisfied with my job	80	81	-1	72	83	68	83	78	86	83	79	70											
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	86	88	84	85	85	95	88	81	84											
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	95	97	95	99	96	97	98	89	94											
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	97	98	95	98	98	97	98	93	96											
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	97	98	94	99	98	97	98	98	94											
	Q2-5 I feel proud to work for the University	89	91	-2	84	91	78	92	92	93	91	87	79											
	Q2-6 On the whole, communication in the University is effective	56	62	-6	51	59	43	56	59	55	60	47	44											
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	47	53	35	51	47	52	54	49	39											
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	73	79	59	83	81	77	80	79	63											
	Q2-9 Would you recommend the University to a friend as a place to study?	79			78	81	67	84	80	81	81	83	70											

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		%	%	%	2	38	1	8	7	10	40	9	0
Question Block	Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Disability			Sexual Orientation					
					428	5779	316	173	196	111	5228	48	661
					Yes	No	Prefer not to say	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual	Other	Prefer not to say
					%	%	%	%	%	%	%	%	%
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	56	62	44	58	57	71	63	52	45
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	62	65	54	64	55	71	66	60	54
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	48	52	39	47	48	58	53	52	39
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	38	45	26	41	37	47	46	38	28
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	54	59	40	53	51	62	60	56	44
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			56	63	45	66	62	68	64	53	48
	Q4-2 My local School or Department or Division is managed well	70			67	73	57	73	71	79	73	66	63
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	76	82	70	81	82	86	81	81	76
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	73	78	65	79	79	82	78	75	72
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	81	81	67	79	82	86	81	94	74
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	74	78	65	75	79	86	78	81	71
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	73	77	59	75	82	82	77	79	68
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	69	74	64	76	76	79	73	75	65
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	64	70	57	75	72	71	70	74	64
	Q5-8 My immediate line manager helps me develop in my role	73			68	75	59	73	76	78	74	77	66

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Question Block	Question	Total number of respondents			Total Reds			Total Greens						
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	25	0	70	2	1	0	0	1	69	
		%	%	%	2	38	1	8	7	10	40	9	0	
					Disability			Sexual Orientation						
		428	5779	316	Yes	No	Prefer not to say	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual	Other	Prefer not to say	
					%	%	%	%	%	%	%	%	%	%
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	71	73	67	74	73	67	73	62	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	89	92	87	91	88	89	92	93	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	84	86	80	85	85	92	85	93	83	
	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	65	69	62	67	75	74	69	81	63	
	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	68	57	66	68	70	68	77	59	
	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	68	76	64	73	78	82	76	83	66	
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	68	78	64	72	77	81	77	75	68	
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	65	77	61	75	75	77	77	73	65	
	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	77	80	76	86	87	81	80	74	76	
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			19	24	17	29	23	29	22	27	23	
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			17	17	14	18	19	18	17	22	16	

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Question Block	Question	Total number of respondents			Total Reds			Total Greens					
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	25	0	70	2	1	0	0	1	69
		%	%	%	2	38	1	8	7	10	40	9	0
Question Block	Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Disability			Sexual Orientation					
					428	5779	316	173	196	111	5228	48	661
					Yes	No	Prefer not to say	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual	Other	Prefer not to say
					%	%	%	%	%	%	%	%	%
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	89	92	84	92	93	92	91	94	87
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	85	90	82	85	89	90	90	91	84
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	85	91	86	88	88	89	91	94	88
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	93	96	92	94	93	93	96	98	93
	Q7-2 I have the information I need to do my job well	83	84	-1	78	86	72	81	84	87	86	85	75
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	71	79	62	71	81	83	79	85	68
	Q7-4 I feel fairly paid for the work I do	67	67	0	63	69	60	70	73	80	69	58	60
	Q7-5 My job security at the University is good	62	70	-8	56	64	46	64	57	61	64	75	53
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	74	77	63	80	76	80	78	69	64	
Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	88	94	86	93	93	92	94	92	88
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	80	83	71	82	83	86	83	79	77
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	85	91	83	88	89	91	91	91	85
	Q8-4 Communications between teams/sections are effective	63	64	-1	57	65	52	61	62	68	65	69	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	37	36	33	43	36	37	36	32	34
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	58	66	54	66	62	65	65	65	60
	Q8-7 Relationships at work are not strained	74	74	0	68	77	60	76	76	85	76	77	67
	Q8-8 I am able to take regular breaks on most days	67	67	0	67	69	61	76	72	61	68	73	66
	Q8-9 I never feel stressed at work	8	9	-1	5	8	4	5	5	8	8	10	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 Q8-9)	64	68	-4	43	68	49	55	56	63	67	64	57

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Question Block	Question	Total number of respondents			Total Reds			Total Greens			Disability			Sexual Orientation										
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	25	0	70	2	1	0	0	1	69	428	5779	316	173	196	111	5228	48	661		
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	76	73	74	69	75	76	73	65	75											
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7	86	86	83	88	89	88	86	77	83											
	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	86	85	86	83	84	87	85	79	85											
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	77	86	68	85	90	86	86	74	74											
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	75	83	67	88	83	82	83	78	72											
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	53	63	42	65	65	62	62	60	51											
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	55	61	45	58	59	64	61	61	50											
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	70	83	65	81	80	83	82	85	70											
Q9-6 I am not currently being harassed or bullied at work	95	95	0	91	96	89	95	97	97	96	94	93												

The University of Manchester: Staff Survey 2019

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		Total number of respondents			Total Reds			Total Greens					
		7424	7658		25	0	70	2	1	0	0	1	69
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	Total Reds			Total Greens					
Question Block	Question				Disability			Sexual Orientation					
		%	%	%	428	5779	316	173	196	111	5228	48	661
		%	%	%	Yes	No	Prefer not to say	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual	Other	Prefer not to say
		%	%	%	%	%	%	%	%	%	%	%	%
Question Block 9: Dignity at Work	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	81	93	81	88	89	85	92	96	88
	Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	93	94	-1	96	91	97	95	100	88	91	100	96
	Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	75	78	-3	83	75	73	75	91	88	74	100	76
	Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	63	71	-8	78	56	73	65	73	50	61	50	63
	Q9-13d I have not felt discriminated against at work in the last 12 months because of my: Trans (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	99	100	-1	99	100	100	100	91	100	100	100	99
	Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	87	89	-2	30	99	83	80	86	81	87	50	90
	Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	82	84	-2	89	81	85	80	95	94	82	100	79
	Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	95	96	-1	96	94	95	85	55	75	99	100	91
	Q9-13h I have not felt discriminated against at work in the last 12 months because of my: Marital/civil partnership status (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	98	99	-1	99	98	95	95	100	94	98	100	96
	Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	96	95	1	99	95	98	95	95	94	95	100	98
	Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	83	89	-6	80	83	85	85	91	81	82	100	83

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		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	25	0	70	2	1	0	0	1	69
		%	%	%	2	38	1	8	7	10	40	9	0
					Disability			Sexual Orientation					
					428	5779	316	173	196	111	5228	48	661
					Yes	No	Prefer not to say	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual	Other	Prefer not to say
					%	%	%	%	%	%	%	%	%
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	88	95	86	94	95	98	95	94	88
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	74	79	69	77	76	81	80	65	70
	Q10-3 I have a place I can go for a break at work	83	81	2	80	84	79	83	80	83	84	83	78
	Q10-4 Facilities for teaching students are good	88	86	2	85	89	86	90	89	93	89	79	85
	Q10-5 Facilities for research are good	91	91	0	92	92	86	95	88	92	92	86	87
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	89	86	77	88	82	94	86	70	79
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	75	75	72	74	72	73	75	65	74
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	41	50	33	48	47	54	50	46	37
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	50	55	37	51	45	53	56	55	41
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	15	17	14	16	14	18	17	22	15
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	51	55	43	54	56	63	56	64	42
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	48	58	38	57	49	55	58	55	44
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	81	75	73	76	86	82	79	75
	Q12-2 I am confident results of the staff survey will be acted upon	56			50	59	40	54	49	57	60	62	45
	Q12-3 I have seen improvements since the last survey	45			44	48	32	47	46	52	49	45	33
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			35	37	32	36	36	47	37	43	34
	Q12-5 I feel my views are listened to	51			45	54	36	52	49	61	55	52	38
	Q12-6 I have had the opportunity to contribute to action planning activities	45			44	46	32	47	43	42	47	49	37

Caring Responsibility/Nationality

01 Draft

The University of Manchester: Staff Survey 2019

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Question Block	Question	Total number of respondents			Total Reds					Total Greens			
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77
		%	%	%	2128	492	196	3629	318	5405	539	360	212
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	94	90	91	93	84	94	90	92	79
	Q1-2 I feel part of the University	81	82	-1	83	80	82	82	76	82	82	85	64
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	80	77	81	78	70	79	78	81	62
	Q1-4 I feel valued by the people I work with	81	81	0	83	78	78	83	73	83	80	86	67
	Q1-5 I feel I have a good work life balance	70	70	0	71	65	62	74	60	73	60	70	53
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	90	86	88	86	85	88	91	86	83
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	82	78	78	84	73	84	77	80	64
	Q1-8 Research staff are valued as part of the University community	87	88	-1	88	88	88	87	79	89	83	84	75
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	72	67	74	72	66	71	75	82	55
	Q1-10 Overall, I am satisfied with my job	80	81	-1	82	79	77	82	72	82	81	83	63
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	88	90	88	86	90	88	87	87	81
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	97	98	97	97	94	98	96	97	88
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	98	100	98	98	96	99	96	97	91
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	99	97	98	93	98	97	97	89
	Q2-5 I feel proud to work for the University	89	91	-2	92	88	89	90	82	91	90	89	70
	Q2-6 On the whole, communication in the University is effective	56	62	-6	59	58	56	59	40	59	52	64	37
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	53	51	54	53	39	53	46	58	35
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	80	72	70	79	59	80	73	78	53
	Q2-9 Would you recommend the University to a friend as a place to study?	79			82	80	76	80	72	82	76	78	63

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		%	%	%	Caring Responsibility					Nationality			
					2128	492	196	3629	318	5405	539	360	212
					Yes – children under 16	Yes – elderly or dependent adult	Yes - both children under 16 AND elderly or dependent adult(s)	No	Prefer not to say	The UK	The European Union (EU) (excluding UK)	An international country outside the EU	Prefer not to say
		%	%	%	%	%	%	%	%	%	%	%	%
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	63	61	62	60	43	62	51	64	40
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	65	67	66	64	55	66	55	67	49
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	51	52	51	52	40	53	44	56	38
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	44	43	45	43	32	44	36	53	26
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	59	59	56	58	44	59	50	62	40
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			63	58	63	63	47	63	53	69	42
	Q4-2 My local School or Department or Division is managed well	70			74	69	73	71	62	72	71	76	58
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	81	76	77	82	70	81	80	87	71
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	77	77	72	79	69	77	75	87	67
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	81	79	76	82	76	81	78	81	67
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	77	75	75	79	71	78	76	81	66
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	76	76	74	78	67	77	72	79	61
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	74	68	67	74	60	75	63	75	56
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	69	64	73	71	62	69	70	79	60
	Q5-8 My immediate line manager helps me develop in my role	73			73	70	71	76	64	74	73	82	62

The University of Manchester: Staff Survey 2019

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Question Block	Question	Total number of respondents			Total Reds					Total Greens			
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77
Question Block	Question	%	%	%	Caring Responsibility					Nationality			
					2128	492	196	3629	318	5405	539	360	212
Question Block	Question	%	%	%	Yes – children under 16	Yes – elderly or dependent adult	Yes - both children under 16 AND elderly or dependent adult(s)	No	Prefer not to say	The UK	The European Union (EU) (excluding UK)	An international country outside the EU	Prefer not to say
					2128	492	196	3629	318	5405	539	360	212
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	77	79	70	79	74	70	64	64
	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	92	90	91	92	87	92	89	92	88
	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	83	82	86	84	86	82	85	79
	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	72	68	70	69	66	72	62
	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	67	68	70	69	64	68	66	74	53
	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	72	76	63	76	72	81	64
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	76	78	77	76	76	76	78	82	66
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	75	75	76	76	71	76	75	82	61
	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	78	79	81	81	73	80	78	78	73
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			23	20	27	24	20	20	33	47	22
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			17	16	16	18	16	16	18	28	17

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Question Block	Question	Total number of respondents			Total Reds					Total Greens			
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	91	91	89	91	88	91	90	93	83
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	89	90	89	89	86	89	89	93	81
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	90	92	91	91	88	91	88	90	84
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	96	96	94	95	94	96	95	94	89
	Q7-2 I have the information I need to do my job well	83	84	-1	84	82	81	85	82	85	86	88	70
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	79	76	76	79	74	78	79	82	61
	Q7-4 I feel fairly paid for the work I do	67	67	0	69	70	64	68	61	70	60	61	55
	Q7-5 My job security at the University is good	62	70	-8	63	65	61	62	56	64	59	62	41
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	77	76	73	77	62	79	63	64	53
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	92	89	93	91	94	90	92	85
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	83	81	78	83	76	83	80	86	75
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	90	89	85	91	83	91	87	92	82
	Q8-4 Communications between teams/sections are effective	63	64	-1	64	65	66	64	54	64	61	75	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	33	30	26	41	27	37	33	31	30
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	61	62	57	69	58	66	57	64	54
	Q8-7 Relationships at work are not strained	74	74	0	75	70	72	78	64	76	77	77	59
	Q8-8 I am able to take regular breaks on most days	67	67	0	65	65	54	72	62	69	63	73	58
	Q8-9 I never feel stressed at work	8	9	-1	7	6	8	9	8	8	4	9	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 Q8-9)	64	68	-4	65	63	65	65	61	66	61	62	51

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		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77
		%	%	%	20	9	5	21	4	25	5	36	1
Question Block 9: Dignity at Work	Question				Caring Responsibility					Nationality			
					2128	492	196	3629	318	5405	539	360	212
					Yes – children under 16	Yes – elderly or dependent adult	Yes - both children under 16 AND elderly or dependent adult(s)	No	Prefer not to say	The UK	The European Union (EU) (excluding UK)	An international country outside the EU	Prefer not to say
					%	%	%	%	%	%	%	%	%
	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	74	82	77	72	76	74	64	72	77
	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	91	89	85	88	86	85	81	83
	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	92	88	84	87	85	83	87	88
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	85	80	79	86	77	85	86	86	66
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	84	78	79	82	76	82	86	84	65
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	59	59	56	64	46	62	62	67	45
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	59	60	55	61	48	60	60	66	44
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	82	79	78	81	76	81	84	85	63
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	97	91	92	96	90	96	96	96	90

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Question Block	Question	Total number of respondents			Total Reds					Total Greens			
		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77
		%	%	%	2128	492	196	3629	318	5405	539	360	212
Question Block 9: Dignity at Work	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	92	87	84	93	88	92	93	90	82
	Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	93	94	-1	77	98	97	99	97	91	92	91	97
	Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	75	78	-3	87	71	70	66	83	74	79	83	79
	Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	63	71	-8	69	72	47	57	69	61	56	66	67
	Q9-13d I have not felt discriminated against at work in the last 12 months because of my: Trans (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	99	100	-1	99	100	100	99	100	99	100	100	100
	Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	87	89	-2	93	78	97	85	86	85	95	97	92
	Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	82	84	-2	85	80	87	81	83	87	69	57	72
	Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	95	96	-1	97	95	100	93	100	95	97	91	95
	Q9-13h I have not felt discriminated against at work in the last 12 months because of my: Marital/civil partnership status (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	98	99	-1	98	100	97	98	97	98	95	100	95
	Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	96	95	1	97	97	93	96	94	96	90	97	97
	Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	83	89	-6	67	77	50	97	94	82	90	86	82

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		The University of Manchester 2019	The University of Manchester 2017	+/- Difference	2	3	5	1	44	1	22	4	77					
		%	%	%	Caring Responsibility					Nationality								
				2128	492	196	3629	318										
				Yes - children under 16	Yes - elderly or dependent adult	Yes - both children under 16 AND elderly or dependent adult(s)	No	Prefer not to say	The UK	The European Union (EU) (excluding UK)	An international country outside the EU	Prefer not to say						
				%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	95	92	92	95	92	95	95	96	83					
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	82	78	81	77	77	79	77	83	68					
	Q10-3 I have a place I can go for a break at work	83	81	2	85	82	87	83	79	84	83	85	75					
	Q10-4 Facilities for teaching students are good	88	86	2	88	87	85	89	86	89	86	92	86					
	Q10-5 Facilities for research are good	91	91	0	93	89	94	91	87	93	87	89	84					
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	86	88	86	85	82	87	80	81	71					
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	73	80	77	74	79	76	68	70	71					
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	47	45	43	52	34	49	50	64	27					
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	55	51	58	54	43	55	46	56	33					
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	16	13	18	18	17	17	20	15	14					
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	54	50	54	56	40	55	49	64	38					
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	58	52	55	57	36	57	52	66	35					
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			86	83	85	77	83	82	76	81	76					
	Q12-2 I am confident results of the staff survey will be acted upon	56			60	55	59	58	40	59	54	66	38					
	Q12-3 I have seen improvements since the last survey	45			49	48	47	46	31	48	39	56	29					
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			40	41	46	34	34	38	29	35	27					
	Q12-5 I feel my views are listened to	51			54	48	61	54	36	54	44	59	33					
	Q12-6 I have had the opportunity to contribute to action planning activities	45			48	49	48	45	39	47	34	49	28					

Ethnicity

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		Total number of respondents			Ethnicity																	
		7424	7658																			
Question Block	Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	4537	117	742	107	71	24	45	129	20	62	33	25	13	26	80	75	366	
		%	%	%	White - British	White - Irish	White - Other Background	Asian or Asian British - Indian	Asian or Asian British - Pakistani	Asian or Asian British - Bangladeshi	Asian or Asian British - Other	Chinese	Arab	Black or Black British - African	Black or Black British - Caribbean	Mixed - White and Asian	Mixed - White and Black African	Mixed - White and Black Caribbean	Other Mixed background	Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other)	Prefer not to say	
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	94	95	88	97	89	100	93	99	90	100	100	96	92	100	88	92	83	
	Q1-2 I feel part of the University	81	82	-1	82	88	81	90	84	79	82	91	75	95	88	88	75	88	79	75	70	
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	79	82	78	85	75	83	80	89	90	93	78	84	92	80	69	71	66	
	Q1-4 I feel valued by the people I work with	81	81	0	84	85	79	86	77	92	84	89	85	90	82	72	83	84	83	78	71	
	Q1-5 I feel I have a good work life balance	70	70	0	73	72	59	79	64	88	69	83	65	88	88	56	69	96	65	61	59	
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	88	88	90	84	81	96	91	83	70	88	88	88	83	88	84	88	85	
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	84	83	74	86	85	87	89	90	83	98	87	68	85	92	74	75	72	
	Q1-8 Research staff are valued as part of the University community	87	88	-1	89	88	81	88	87	71	91	88	85	94	90	84	85	92	76	82	79	
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	71	68	73	77	71	70	80	91	85	95	66	71	69	65	67	71	61	
	Q1-10 Overall, I am satisfied with my job	80	81	-1	82	78	78	88	75	88	89	95	80	95	84	76	92	85	76	76	68	

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		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	88	87	84	93	83	83	91	87	95	95	97	92	69	92	83	85	83	
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	98	98	97	97	96	96	100	98	100	97	100	88	100	100	92	92	93	
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	99	99	96	98	97	96	98	99	100	100	100	88	100	96	95	96	93	
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	100	96	98	99	100	100	98	100	100	100	92	100	96	96	99	93	
	Q2-5 I feel proud to work for the University	89	91	-2	91	95	87	98	90	100	91	98	85	98	97	84	85	92	87	86	77	
	Q2-6 On the whole, communication in the University is effective	56	62	-6	59	60	50	71	55	74	62	75	70	81	80	52	85	68	56	53	41	
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	53	51	44	61	49	45	47	75	65	70	66	48	69	68	54	50	37	
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	80	81	71	91	77	83	78	89	85	92	88	68	77	92	73	72	57	
	Q2-9 Would you recommend the University to a friend as a place to study?	79			82	84	74	87	83	88	76	86	90	95	91	76	69	88	79	81	68	

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		%	%	%	White - British	White - Irish	White - Other Background	Asian or Asian British - Indian	Asian or Asian British - Pakistani	Asian or Asian British - Bangladeshi	Asian or Asian British - Other	Chinese	Arab	Black or Black British - African	Black or Black British - Caribbean	Mixed - White and Asian	Mixed - White and Black African	Mixed - White and Black Caribbean	Other Mixed background	Other Ethnic Background (including Gypsy or Traveller and Black or Black British - Other)	Prefer not to say	
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6	63	69	50	69	49	57	58	74	60	82	71	52	77	69	55	49	40	
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	66	68	55	69	51	61	71	79	55	81	77	52	62	81	62	49	49	
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	53	55	42	60	42	43	49	66	60	72	68	48	46	54	52	47	36	
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	45	40	36	59	38	43	44	66	55	68	58	40	54	60	39	42	25	
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	60	58	48	65	54	61	69	77	70	84	81	52	69	69	59	53	41	
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			64	63	54	70	63	65	60	73	75	76	69	52	77	81	53	60	43	
	Q4-2 My local School or Department or Division is managed well	70			73	72	72	76	68	61	68	79	80	77	66	64	69	81	62	65	57	

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Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	82	77	78	91	84	79	76	90	90	90	75	80	77	85	77	78	72	
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	77	70	76	89	80	79	80	89	90	88	84	72	77	88	78	78	67	
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	82	77	80	82	79	88	82	86	90	90	97	72	92	92	79	68	69	
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	78	74	76	81	77	88	76	88	90	92	84	80	85	81	75	70	66	
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	78	75	73	80	74	75	76	85	75	82	74	76	75	81	72	65	63	
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	75	75	63	84	78	83	76	86	70	83	84	68	83	85	69	68	60	
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	69	66	70	76	78	79	73	86	95	84	70	60	54	85	69	68	61	
	Q5-8 My immediate line manager helps me develop in my role	73			74	69	73	82	76	83	80	83	85	82	81	72	85	85	70	75	61	

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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	75	75	68	67	67	78	56	66	65	69	74	68	62	60	73	72	68
	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	91	93	90	97	89	94	96	98	100	100	91	94	100	93	93	89	87
	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	87	82	91	91	83	96	95	85	97	100	88	88	87	86	81	81
	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	65	74	70	80	58	78	55	74	58	73	86	83	74	73	60
	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	68	67	66	70	75	86	75	84	64	57	80	67	71	83	62	71	55
	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	74	82	84	89	92	87	85	91	71	82	100	93	81	66	63
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	77	73	78	81	73	83	78	83	80	75	72	58	83	76	75	71	66
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	77	70	75	82	62	78	67	84	80	82	82	67	83	84	68	64	63
	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	80	83	79	76	70	88	69	80	75	75	87	71	92	88	84	89	73
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			19	21	33	32	30	26	36	52	45	33	38	42	31	52	28	38	22
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			16	19	16	22	20	22	29	42	30	29	30	8	15	40	27	24	15

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Question Block	Question	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	91	91	91	90	92	92	91	95	100	97	94	96	75	96	88	89	86
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	90	89	89	88	90	92	87	97	100	93	93	88	92	88	85	82	82
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	92	90	87	94	90	92	91	96	80	95	94	88	92	96	85	85	84
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	96	94	94	97	96	96	93	98	90	100	94	96	92	100	91	91	91
	Q7-2 I have the information I need to do my job well	83	84	-1	85	84	85	88	86	83	89	93	100	95	93	84	100	96	84	75	73
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	79	76	77	83	71	79	84	87	90	88	84	72	85	96	72	71	63
	Q7-4 I feel fairly paid for the work I do	67	67	0	72	71	59	58	54	63	56	73	60	77	81	64	50	73	59	52	58
	Q7-5 My job security at the University is good	62	70	-8	64	67	59	65	62	63	67	73	50	78	80	44	62	73	50	47	49
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	81	74	65	67	66	71	69	77	60	87	90	67	69	81	70	59	59

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Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	94	97	90	95	93	96	91	93	95	97	91	84	100	88	94	84	86	
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	82	84	80	87	84	88	87	94	90	90	88	80	92	81	77	76	77	
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	91	88	87	95	84	92	87	91	95	98	90	92	85	96	90	81	81	
	Q8-4 Communications between teams/sections are effective	63	64	-1	64	60	61	74	66	75	82	85	90	82	69	48	77	84	61	59	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	37	30	34	30	34	58	33	43	20	48	50	28	46	58	33	25	31	
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	66	57	57	69	59	79	71	80	65	80	80	52	77	81	65	61	57	
	Q8-7 Relationships at work are not strained	74	74	0	77	70	77	82	70	79	67	83	70	77	77	60	77	88	74	69	62	
	Q8-8 I am able to take regular breaks on most days	67	67	0	69	71	62	73	77	79	67	80	80	82	74	64	62	73	64	72	62	
	Q8-9 I never feel stressed at work	8	9	-1	8	9	5	12	11	13	11	9	15	26	28	12	31	23	8	7	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 Q8-9)	64	68	-4	66	67	57	72	66	62	60	77	76	91	68	73	78	65	70	62	56	

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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	76	74	68	75	55	61	73	64	65	73	74	60	54	77	70	63	72
	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	81	86	87	73	67	87	82	80	79	84	68	92	92	80	79	78
	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	86	82	85	88	72	83	84	84	90	87	77	76	92	88	79	85	83
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	86	89	85	81	68	83	71	93	85	88	72	88	77	81	81	78	70
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	83	81	82	82	78	65	87	91	75	75	80	80	77	80	73	72	68
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	63	56	61	62	54	39	53	80	60	63	72	64	62	68	55	51	47
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	61	50	58	52	50	43	58	81	85	69	70	56	58	63	56	49	46
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	82	75	83	78	63	68	80	92	80	75	90	68	83	88	79	75	64
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	96	97	96	97	96	96	91	98	95	93	94	96	100	96	94	93	92

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		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 9: Dignity at Work	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	93	91	91	88	83	88	96	96	90	89	80	88	100	79	88	80	83	
	Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	93	94	-1	90	100	90	92	100	67	100	80	100	100	100	100	100	100	100	89	100	98
	Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	75	78	-3	74	80	81	69	67	100	100	60	100	100	100	33	100	40	89	87	87	70
	Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	63	71	-8	61	30	56	54	67	100	50	100	100	83	83	33	100	60	67	80	80	63
	Q9-13d I have not felt discriminated against at work in the last 12 months because of my: Trans (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	99	100	-1	99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	87	89	-2	83	100	90	100	100	100	100	100	100	100	83	100	100	100	100	89	87	92
	Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	82	84	-2	98	90	75	31	33	33	0	20	50	33	17	67	100	60	44	40	40	70
	Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	95	96	-1	95	90	94	92	100	100	100	100	100	100	83	100	100	100	100	100	93	95
	Q9-13h I have not felt discriminated against at work in the last 12 months because of my: Marital/civil partnership status (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	98	99	-1	98	100	98	100	100	100	100	80	100	100	100	100	100	100	100	100	93	95
	Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	96	95	1	99	90	97	100	50	100	100	50	100	100	100	100	100	80	78	93	93	92
Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	83	89	-6	79	100	84	100	100	67	100	80	100	100	83	100	100	100	100	89	93	81	

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		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	95	97	95	100	99	100	98	97	80	98	94	92	92	96	91	91	88	
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	79	76	78	83	76	88	73	87	75	86	84	71	85	88	84	78	69	
	Q10-3 I have a place I can go for a break at work	83	81	2	83	85	83	92	87	88	76	80	85	88	88	79	92	100	82	82	81	
	Q10-4 Facilities for teaching students are good	88	86	2	89	90	86	93	91	95	91	92	100	98	96	100	91	95	90	84	87	
	Q10-5 Facilities for research are good	91	91	0	93	90	86	94	88	90	80	89	89	100	100	100	100	96	93	85	85	
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	87	82	81	90	80	88	84	88	90	89	94	88	85	88	87	81	75	
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	77	73	67	71	56	67	82	72	65	77	79	71	77	85	70	69	73	
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	48	50	46	59	53	55	60	83	70	81	59	42	42	63	45	56	34	
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	56	53	46	58	53	61	52	71	60	63	68	54	62	76	44	44	36	
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	17	20	18	14	13	18	10	16	15	11	14	8	25	30	18	16	17	
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	55	61	49	63	57	55	42	72	63	79	57	48	50	65	60	55	40	
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	57	57	50	62	57	62	64	80	80	88	72	67	69	80	57	51	39	
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			82	78	77	82	78	73	87	84	74	97	80	80	67	76	81	78	77	
	Q12-2 I am confident results of the staff survey will be acted upon	56			59	62	52	66	55	64	62	81	70	88	69	60	62	80	58	56	41	
	Q12-3 I have seen improvements since the last survey	45			48	46	39	53	45	35	51	66	59	65	68	41	46	60	50	52	30	
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			38	39	32	37	23	24	26	39	26	45	41	22	46	55	38	26	32	
	Q12-5 I feel my views are listened to	51			55	54	46	62	46	50	54	64	68	62	54	50	58	71	53	43	34	
	Q12-6 I have had the opportunity to contribute to action planning activities	45			48	44	37	51	41	48	40	48	58	40	38	41	62	71	49	36	32	

Religion or Belief

01 Draft

The University of Manchester: Staff Survey 2019

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		Total number of respondents			Total Reds										Total Greens									
		7424	7658		1	1	0	2	5	4	1	0	68	5	16	62	36	7	21	17	5	1		
		Religion or Belief																						
		3429	44	1923	57	40	157	108	140	557														
Question Block	Question	The University of Manchester 2019	The University of Manchester 2017	+/- Difference	No religion or belief	Buddhist	Christian	Hindu	Jewish	Muslim	Spiritual	Other (including Sikh)	Prefer not to say											
		%	%	%	%	%	%	%	%	%	%	%	%											
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	93	93	94	96	85	94	97	90	85											
	Q1-2 I feel part of the University	81	82	-1	81	80	85	95	75	85	88	80	73											
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	78	86	82	89	83	79	82	74	69											
	Q1-4 I feel valued by the people I work with	81	81	0	84	90	83	86	75	85	82	76	75											
	Q1-5 I feel I have a good work life balance	70	70	0	70	82	75	81	56	72	69	70	61											
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	88	88	89	85	85	81	94	83	85											
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	81	86	86	93	75	90	88	82	72											
	Q1-8 Research staff are valued as part of the University community	87	88	-1	87	89	91	91	76	89	95	89	80											
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	70	82	75	80	72	77	75	73	63											
	Q1-10 Overall, I am satisfied with my job	80	81	-1	81	88	84	93	77	82	85	77	71											
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	86	91	91	96	83	88	92	88	85											
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	98	100	97	100	95	96	97	96	94											
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	98	98	99	98	98	97	98	97	95											
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	98	100	98	98	93	99	97	99	94											
	Q2-5 I feel proud to work for the University	89	91	-2	90	95	93	98	80	95	95	87	81											
	Q2-6 On the whole, communication in the University is effective	56	62	-6	55	61	66	71	50	68	58	63	46											
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	49	52	60	60	55	56	52	53	41											
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	78	80	82	91	70	85	81	77	63											
	Q2-9 Would you recommend the University to a friend as a place to study?	79			80	73	84	89	70	90	79	74	70											

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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	56	72	73	50	62	65	58	48											
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8	60	63	73	73	60	62	72	63	56											
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4	47	49	61	66	44	56	54	50	42											
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5	40	44	53	68	41	49	41	41	31											
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7	55	65	66	71	56	63	60	59	47											
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			59	63	69	73	60	72	74	62	51											
	Q4-2 My local School or Department or Division is managed well	70			71	74	74	75	78	73	77	66	64											
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2	81	79	81	95	78	84	85	78	76											
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0	77	81	79	93	75	84	81	73	72											
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1	81	93	81	84	75	82	86	78	74											
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1	77	86	79	86	75	83	77	74	71											
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1	77	86	78	77	70	77	81	68	68											
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2	72	84	75	84	54	79	82	75	65											
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1	69	81	71	81	71	81	75	62	63											
	Q5-8 My immediate line manager helps me develop in my role	73			74	86	74	89	75	79	81	73	65											

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		3429	44	1923	57	40	157	108	140	557				
		%	%	%	%	%	%	%	%	%	%	%	%	
Question Block 6: Performance and Personal Development	Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	73	72	1	73	57	75	58	78	69	68	72	69	
	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	91	88	92	97	87	93	93	89	90	
	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	84	86	91	87	91	89	83	82	
	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	65	72	74	70	68	68	64	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	67	90	70	75	74	75	71	68	57	
	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	74	80	79	84	68	87	76	71	68	
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	76	79	79	89	85	77	78	68	68	
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	75	77	78	88	85	70	78	69	65	
	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	80	75	80	75	82	74	85	81	77	
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			22	32	22	37	23	32	27	23	23	
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			16	14	18	28	10	22	21	17	17	

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		%	%	%	1	1	0	2	5	4	1	0	68						
					Total Greens														
					5	16	62	36	7	21	17	5	1						
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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	91	100	92	93	93	96	94	89	86						
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	89	89	91	93	93	93	93	85	83						
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	90	86	93	96	90	92	93	89	85						
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	95	95	97	98	93	97	94	94	92						
	Q7-2 I have the information I need to do my job well	83	84	-1	84	84	87	89	80	91	87	85	77						
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	78	81	80	82	83	80	81	80	67						
	Q7-4 I feel fairly paid for the work I do	67	67	0	68	62	73	55	50	61	71	70	59						
	Q7-5 My job security at the University is good	62	70	-8	61	57	69	71	70	67	58	64	52						
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	77	74	81	65	55	73	81	73	64						
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	88	93	96	93	94	93	91	88						
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	82	91	84	89	77	86	88	78	79						
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	91	98	90	98	93	87	90	89	85						
	Q8-4 Communications between teams/sections are effective	63	64	-1	62	77	69	70	77	74	71	64	53						
	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	37	42	37	27	26	31	37	40	34						
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	64	67	67	65	45	69	72	71	58						
	Q8-7 Relationships at work are not strained	74	74	0	77	84	76	77	85	75	76	72	66						
	Q8-8 I am able to take regular breaks on most days	67	67	0	68	80	68	75	62	78	73	67	64						
	Q8-9 I never feel stressed at work	8	9	-1	7	5	10	14	15	14	7	6	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 Q8-9)	64	68	-4	64	62	68	71	56	71	60	64	59					

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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	72	65	77	84	65	64	74	73	75											
	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	84	88	84	85	76	86	89	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	84	86	87	89	85	82	82	87	86											
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	85	79	88	82	87	80	83	78	74											
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	83	86	84	82	85	80	80	78	70											
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	61	59	65	68	68	58	62	55	51											
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	59	52	63	61	61	58	61	57	51											
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	81	74	84	87	87	73	86	77	68											
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	97	91	95	95	95	96	94	93	92											

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		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
Question Block 9: Dignity at Work	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	93	89	91	89	93	88	86	87	86										
	Q9-13a I have not felt discriminated against at work in the last 12 months because of my: Pregnancy or maternity/paternity leave (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	93	94	-1	91	100	91	83	100	95	93	94	96										
	Q9-13b I have not felt discriminated against at work in the last 12 months because of my: Age (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	75	78	-3	75	60	75	67	100	84	67	76	76										
	Q9-13c I have not felt discriminated against at work in the last 12 months because of my: Gender (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	63	71	-8	57	40	67	67	33	74	67	65	63										
	Q9-13d I have not felt discriminated against at work in the last 12 months because of my: Trans (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	99	100	-1	99	100	100	100	100	100	100	100	100										
	Q9-13e I have not felt discriminated against at work in the last 12 months because of my: Disability (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	87	89	-2	88	60	85	100	100	100	53	76	93										
	Q9-13f I have not felt discriminated against at work in the last 12 months because of my: Race (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	82	84	-2	89	80	86	17	100	32	87	82	72										
	Q9-13g I have not felt discriminated against at work in the last 12 months because of my: Sexual orientation (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	95	96	-1	95	100	96	100	67	95	87	100	93										
	Q9-13h I have not felt discriminated against at work in the last 12 months because of my: Marital/civil partnership status (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	98	99	-1	98	100	99	100	100	100	93	100	96										
	Q9-13i I have not felt discriminated against at work in the last 12 months because of my: Religion or belief (or lack of belief) (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	96	95	1	98	100	98	100	33	47	93	100	97										
	Q9-13j I have not felt discriminated against at work in the last 12 months because of my: Caring responsibility (Based on people who said they felt discriminated against at work in the last 12 months - from Q9-11)	83	89	-6	82	60	81	100	100	89	100	88	83										

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		%	%	%	1	5	1	0	2	5	4	1	0	68	5	16	62	36	7	21	17	5	1
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	95	93	95	100	88	97	95	95	89										
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	78	84	81	79	73	81	82	79	72										
	Q10-3 I have a place I can go for a break at work	83	81	2	83	75	85	95	73	88	86	81	81										
	Q10-4 Facilities for teaching students are good	88	86	2	88	78	91	92	81	96	89	86	85										
	Q10-5 Facilities for research are good	91	91	0	91	85	94	94	89	94	97	92	86										
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	85	86	89	91	77	88	92	83	79										
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	73	77	79	74	73	68	67	72	72										
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6	45	65	56	61	53	59	59	52	38										
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3	52	52	59	60	48	60	60	53	43										
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3	17	14	18	15	23	11	18	16	15										
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3	52	61	61	60	58	60	60	53	43										
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4	53	74	63	70	54	70	63	55	46										
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			79	81	85	83	87	82	80	77	78										
	Q12-2 I am confident results of the staff survey will be acted upon	56			54	71	65	75	54	70	68	59	47										
	Q12-3 I have seen improvements since the last survey	45			44	49	55	67	37	53	57	42	35										
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36			33	32	43	37	35	34	36	34	34										
	Q12-5 I feel my views are listened to	51			51	62	58	66	57	58	64	50	41										
	Q12-6 I have had the opportunity to contribute to action planning activities	45			44	44	50	46	47	49	51	44	37										