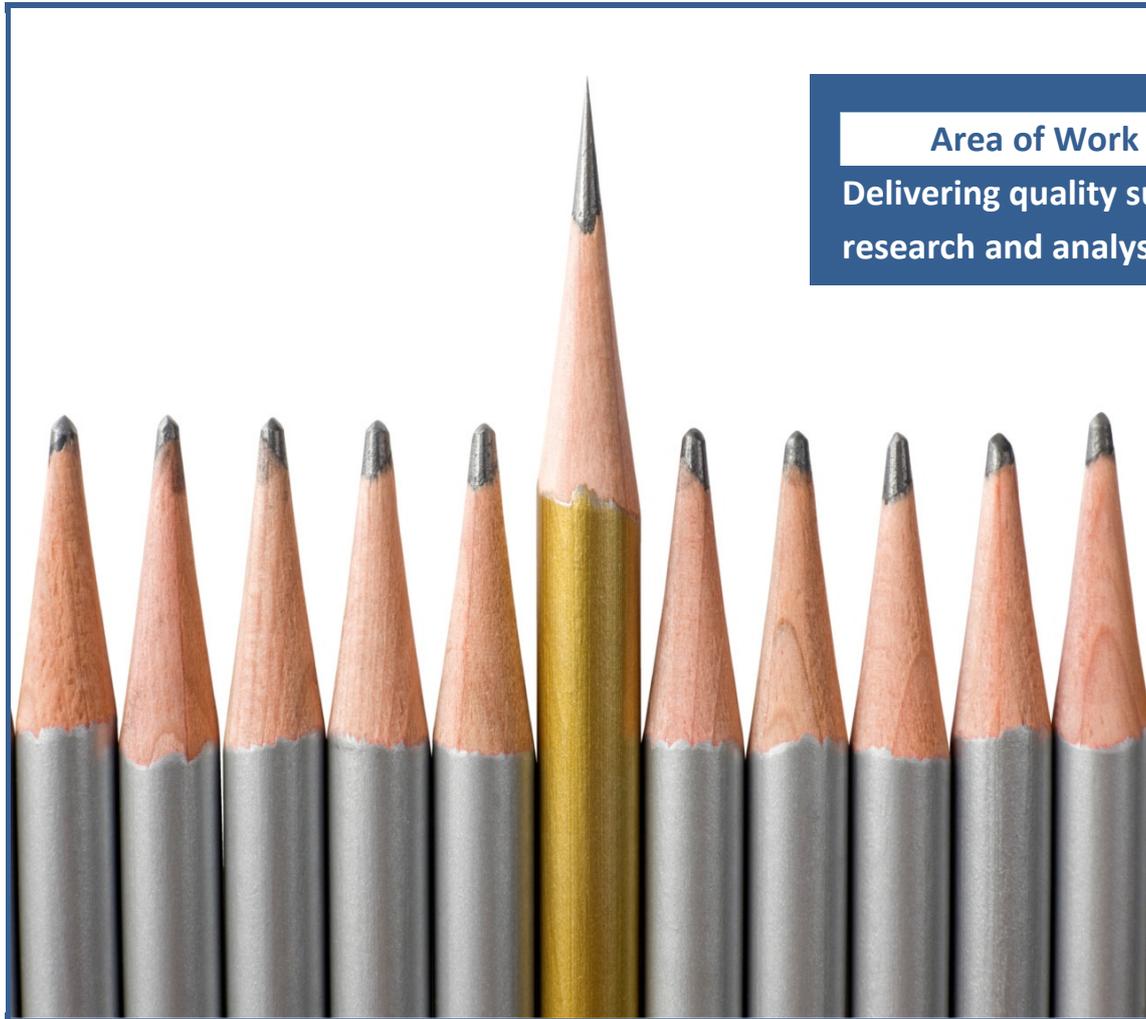**CAPITA**

The University of Manchester

Area of Work Report

Delivering quality survey, research and analysis solutions.

Directorate of IT Services

Staff Survey 2017
Project Number: 8010

May 2017

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The University of Manchester - Directorate of IT Services

Background

In March 2017, The University of Manchester launched its staff survey, to provide an opportunity for employees to feedback on their experiences in working for The University of Manchester, and to highlight issues they feel should be addressed in the future.

The survey was designed by Capita Surveys and Research (in conjunction with The University of Manchester) as an e-survey, with an option to complete the survey on paper or over the telephone.

The survey was distributed on 7th March 2017 with a closure date of 14th April 2017. Capita Surveys and Research processed and validated 7,658 completed survey questionnaires from The University of Manchester employees; this gives a response rate of 72% based on the 10,584 employees invited to participate (includes the 414 sessional staff).

Response Rate

The selected area of work achieved a response rate of 80% i.e. 243 of the 304 employees in the Directorate of IT Services responded to the survey.

Presentation of results

This report presents a summary of the results for the Directorate of IT Services and referred to as the Area of Work throughout this report.

Part A: Traffic Light Dashboard - Areas of Strength and Areas for Improvement

This table format presents the results of the survey for the Directorate of IT Services in a ranked order of positive perception. A comparison to the 2015 results is included.

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

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

Part C: Area of Work Results in Frequency Data Format

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

Notes on this report

1 . The demographic profile of respondents is excluded to ensure anonymity of those responding or not responding.

2. Some sub-set or secondary questions are also excluded to ensure anonymity.

3. It should be noted the sum of the total responses throughout this report may not be exactly equal to 100%

Reliability of results

The accuracy of survey results is related to the size of the responding sample, not the whole organisation from which it is drawn. Very low response rates run the risk of non-response bias, e.g. if only 30% of an organisation participate can you be sure that the views of the 30% who responded are the same as the 70% who didn't respond? As a rule of thumb a sample size of 200 responses or a 50% response rate is considered the minimum for opinion research whatever the organisation size, and will overcome any non-response bias. When considering a sub-group of a total survey population, 50 responses or a 50% response rate is considered the minimum for results to be reliable.

Confidence intervals and statistical reliability

The respondents to the questionnaire are only a sample of the total population, so we cannot be 100% certain that the figures obtained are exactly those we would have if everybody had returned their questionnaires, i.e. the 'true values'. We can, however, predict the variation between the sample results and the 'true' values from the knowledge of the size of the samples on which the results are based, the 'confidence level'.

In social research, the most common measure of confidence for this prediction is the 95% confidence interval - where the chances are 95 out of 100 that the true value would be within a specified range - i.e. if everyone had responded. As a general guide it is calculated that the results for the Directorate of IT Services are within +/- 1% (the confidence interval), for each question.

PART A - Traffic Light Dashboard - Areas of Strength and Areas for Improvement

This part of the report displays all the primary questions in the survey for the Area of Work compared to the results in 2015. Some sub set or secondary questions are excluded.

The 2017 question results for the Area of Work are in a descending ranked order i.e. the most positive responses appear at the top of the list. The 2017 results are displayed alongside the 2015 rankings and both sets of results are colour coded.

The questions results are colour coded Red, Amber or Green:

GREEN indicates a score of 75% and over and is a strength

AMBER indicates a score of between 51% and 74% and is an opportunity for improvement

RED indicates a score of 50% or less and is an area for improvement

The third column highlights where there has been a change in perception between the years. The summary table of improvements, no change or deteriorations between the years shown below is shown at the top of each page.

Improvements:	50
No change:	6
Deteriorations:	26

Where questions are negatively worded in the questionnaire the positive perception is shown to enable the ranked order e.g. The question: *'Q8-6 Are you currently being harassed or bullied?'* is displayed as *'Q8-6 I do not believe I am currently being harassed or bullied at work'*. Results are shown for those who said NO to this question i.e. 6% of staff in the faculty said they felt currently harassed or bullied therefore this is displayed as 94%.

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

Improvements:	50
No change:	6
Deteriorations:	26

Question	Total number of responses: 243	284	
	2017 %	2015 %	+/-
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98%	99%	-1%
Q2-4 I agree with the University Core Goal to make a positive contribution to society	98%	98%	0%
Q2-2 I agree with the University Core Goal to support world-leading research	97%	97%	0%
Q8-6 I do not believe I am currently being harassed or bullied at work	97%	91%	6%
Q9-1 I feel safe and secure at the University	94%	91%	3%
Q9-5 Facilities for research are good	92%	93%	-1%
Q1-8 Research staff are valued as part of the University community	92%	92%	0%
Q6-1d I have a clear understanding about expected standards of behaviour	91%	90%	1%
Q1-7 Teaching staff are valued as part of the University community	91%	89%	2%
Q8-11 I have not felt discriminated against at work in the last 12 months	90%	87%	3%
Q7-1 I can decide on my own how to go about doing my work	89%	87%	2%
Q9-4 Facilities for teaching students are good	88%	92%	-4%
Q2-1 I understand what the core goals of the University are	87%	88%	-1%
Q7-3 I am satisfied with the support I get from my work colleagues	86%	86%	0%
Q1-1 The University is a good place to work	86%	84%	2%
Q2-5 I feel proud to work for the University	84%	86%	-2%
Q8-4 I believe the University is committed to equality of opportunity for all of its staff	83%	80%	3%
Q9-6 I am aware of the services the University provides to support my well-being	83%	80%	3%
Q1-6 I am interested in the University; to me it's not just a job	83%	81%	2%
Q6-1c I have a clear understanding about expected standards of performance	82%	76%	6%
Q8-2 Are you aware of the 'We Get it' zero tolerance to bullying and harassment campaign?	80%	86%	-6%
Q9-7 Do you know how to report accidents and incidents?	80%	64%	16%
Q5-2 Did you agree clear objectives as part of your performance and development review / probation review? (Based on respondents who answered "Yes" to Q5-1)	80%	66%	14%
Q6-1a I have a clear understanding about my role within the University	80%	64%	16%
Q5-3 As part of your performance and development review, did you agree personal development objectives? (Based on respondents who answered "Yes" to Q5-1)	79%	59%	20%
Q6-1b I have a clear understanding about what I am expected to achieve in my job	79%	62%	17%
Q8-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	78%	78%	0%
Q1-5 I feel I have a good work life balance	78%	70%	8%
Q7-8 I am able to take regular breaks on most days	75%	68%	7%
Q6-6 Overall, I feel the University offers a good pay and benefits package	74%	79%	-5%
Q9-3 I have a place I can go for a break at work	74%	70%	4%
Q1-2 I feel part of the University	74%	71%	3%
Q7-2 I am satisfied with the support I get from my immediate manager	73%	68%	5%
Q4-1 My immediate line manager gives me recognition for work done well	72%	61%	11%
Q1-4 I feel valued by the people I work with	72%	64%	8%
Q4-6 My immediate line manager helps me find a good work-life balance	72%	63%	9%
Q4-3 My immediate line manager keeps me informed about things I should know about	71%	65%	6%
Q11-2 I am not actively seeking to leave the employment of the University	71%	72%	-1%

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Improvements:	50
No change:	6
Deteriorations:	26

Total number of responses:	243	284	
Question	2017 %	2015 %	+/-
Q6-2 I have the information I need to do my job well	70%	62%	8%
Q4-4 My immediate line manager communicates effectively with me and my team	68%	59%	9%
Q7-7 Relationships at work are not strained	68%	59%	9%
Q8-1 Are you aware of the University's Dignity at Work and Study Policy?	68%	75%	-7%
Q4-2 My immediate line manager provides me with feedback about my performance	67%	55%	12%
Q5-1 Have you had an individual performance and development review or probation review in the last 12 months?	67%	61%	6%
Q8-5a I feel the University acts fairly with regard to recruitment	67%	72%	-5%
Q5-6 Overall , my performance and development review / probation review was useful (Based on respondents who answered "Yes" to Q5-3)	66%	46%	20%
Q9-2 I have a comfortable work space (including temperature, lighting, etc.)	66%	60%	6%
Q4-5 My immediate line manager involves me in decisions that affect me or my area of work	65%	59%	6%
Q1-3 I feel part of my School / PSS Directorate / other Organisational Unit	65%	57%	8%
Q6-4 I feel fairly paid for the work I do	65%	69%	-4%
Q6-3 I am well informed about what is happening in the team / section I work in	64%	54%	10%
Q3-2 To what extent do you agree the President's Senior Leadership Team set out a clear vision of where the organisation is headed	64%	70%	-6%
Q1-10 Overall, I am satisfied with my job	62%	61%	1%
Q7-6 I am able to handle all the conflicting demands on my time at work	62%	69%	-7%
Q4-7 My immediate line manager deals with poor performance effectively	60%	51%	9%
Q8-5d I feel the University acts fairly with regard to training and development	60%	52%	8%
Q2-8 Would you recommend the University to a friend as a place to work?	59%	65%	-6%
Q5-9 In the past 12 months, have you taken part in any type of training, learning or development (including mentoring and coaching) paid for or provided by the University?	58%	65%	-7%
Q7-10 Has your stress had an impact on your ability to cope with the work demands placed on you? (Based on respondents who answered "Always", "Frequently" and "Occasionally" to Q7-9)	58%	63%	-5%
Q5-7 I am satisfied with my current level of learning and development	55%	47%	8%
Q5-8 Overall, I feel there are sufficient training and development opportunities available to me to do my job more effectively	55%	42%	13%
Q5-5 Has your line manager supported you in accessing the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)	53%	48%	5%
Q10-4 I have seen some positive changes in the last 12 months	52%	43%	9%
Q3-5 To what extent do you agree the President's Senior Leadership Team communicate well and keep staff informed on important issues	50%	55%	-5%
Q2-6 On the whole, communication in the University is effective	47%	46%	1%
Q6-5 My job security at the University is good	45%	65%	-20%
Q3-1 To what extent do you agree the President's Senior Leadership Team manage and lead the University well	45%	66%	-21%
Q1-9 Support staff are valued as part of the University community	44%	40%	4%
Q11-1 I do not often think about leaving the University	44%	49%	-5%
Q8-5c I feel the University acts fairly with regard to rewarding exceptional performance	43%	37%	6%
Q7-4 Communications between teams / sections are effective	40%	39%	1%
Q8-5b I feel the University acts fairly with regard to career progression/promotion	39%	36%	3%

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🟥	50% or lower = Needs improvement	

Improvements: **50**
No change: **6**
Deteriorations: **26**

Total number of responses:	243	284	
Question	**2017 %**	**2015 %**	**+/-**
Q10-5 I believe positive action will be taken as a result of this survey	38%	44%	-6%
Q2-7 There are effective channels for me to feed my views upwards in the University	38%	35%	3%
Q7-5 I do not feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	38%	42%	-4%
Q5-4 Have you received the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)	37%	30%	7%
Q3-3 To what extent do you agree the President's Senior Leadership Team support new ideas for improving services	36%	49%	-13%
Q10-2 I am consulted about changes that affect my team / School / Directorate	32%	38%	-6%
Q3-4 To what extent do you agree the President's Senior Leadership Team listen to and respond to the views of staff	29%	38%	-9%
Q10-1 Change within the University is managed well	23%	23%	0%
Q10-3 I do not feel more could be done to help staff prepare for and cope with change	10%	11%	-1%
Q7-9 I never feel stressed at work	9%	7%	2%

PART B - RAG Table showing the Directorate of IT Services Results compared to the University Results

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

Each question is listed in the order it appears in the survey. The figures given are the 'percentage agree' scores i.e. the percentage of respondents answering 'agree' and 'tend to agree' (or 'yes' etc.)

> When a question is phrased positively, the higher the score the better (e.g. 'The University is a good place to work')

> When a question is phrased negatively, the lower the score the better (e.g. 'I am unable to handle all the conflicting demands on my time at work').

Colour coding is used to identify whether the respondents in the area of work have more positive or negative views than the University score.

> Where an area of work has scored at least 10 percentage points worse than the University score, the cell is coloured red;

> Where an area of work has scored between 5 and 10 percentage points worse than the University score, the cell is coloured amber;

> Where an area of work has scored at least 10 percentage points better than the University score, the cell is coloured green.

At the top of the sheet is a count of the reds, ambers, and greens the area achieves.

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

The RAG report includes quantitative data only and not data from qualitative questions (free text questions). Some sub-set questions (i.e. questions which follow on from an initial question and only relate to a small number of respondents) and the background/demographic details of the individuals responding to the survey

The table below shows the percentage of respondents who answered 'Agree' and 'Tend to Agree' or 'Yes' to the question, unless otherwise stated in the question text.

The data is categorised by The University of Manchester, All PSS Staff, Professional Support Services Directorate and Directorate of IT Services.

The coloured cells indicate a difference to the overall University score.

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

Percentage difference needed to change cells to Red or Green --> 10
Percentage difference needed to change cells to Amber --> 5

Total Reds	0	0	34
Total Ambers	1	5	18
Total Greens	2	7	0

Section	Question	The University of Manchester 2017	The University of Manchester 2015	Difference +/-	All Professional Support Services Staff (PSS Directorate + PSS Staff Faculties)	Professional Support Services Directorate	Directorate of IT Services
	Total number of respondents	7658	7177		3786	2012	243
Job Satisfaction	Q1-1 The University is a good place to work	93	94	-1	95	94	86
	Q1-2 I feel part of the University	82	84	-2	85	84	74
	Q1-3 I feel part of my School / PSS Directorate / other Organisational Unit	79	80	-1	80	80	65
	Q1-4 I feel valued by the people I work with	81	82	-1	81	79	72
	Q1-5 I feel I have a good work life balance	70	71	-1	82	82	78
	Q1-6 I'm not interested in the University; to me it's just a job	13	12	1	16	18	17
	Q1-7 Teaching staff are valued as part of the University community	83	84	-1	93	93	91
	Q1-8 Research staff are valued as part of the University community	88	90	-2	95	95	92
	Q1-9 Support staff are valued as part of the University community	72	73	-1	67	69	44
	Q1-10 Overall, I am satisfied with my job	81	82	-1	82	82	62
University Goals and Values	Q2-1 I understand what the core goals of the University are	90	89	1	92	93	87
	Q2-2 I agree with the University Core Goal to support world-leading research	97	98	-1	97	97	97
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	98	98	98
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	98	-1	97	97	98
	Q2-5 I feel proud to work for the University	91	92	-1	92	91	84
	Q2-6 On the whole, communication in the University is effective	62	63	-1	65	65	47
	Q2-7 There are effective channels for me to feed my views upwards in the University	54	55	-1	59	60	38
	Q2-8 Would you recommend the University to a friend as a place to work?	78	81	-3	82	80	59
Senior Management and Leadership	Q3-1 To what extent do you agree the President's Senior Leadership Team manage and lead the University well	65	70	-5	71	75	45
	Q3-2 To what extent do you agree the President's Senior Leadership Team set out a clear vision of where the organisation is headed	71	75	-4	77	80	64
	Q3-3 To what extent do you agree the President's Senior Leadership Team support new ideas for improving services	54	59	-5	61	65	36
	Q3-4 To what extent do you agree the President's Senior Leadership Team listen to and respond to the views of staff	47	51	-4	54	57	29
	Q3-5 To what extent do you agree the President's Senior Leadership Team communicate well and keep staff informed on important issues	63	66	-3	68	70	50
My Manager	Q4-1 My immediate line manager gives me recognition for work done well	78	77	1	79	79	72
	Q4-2 My immediate line manager provides me with feedback about my performance	76	74	2	77	77	67
	Q4-3 My immediate line manager keeps me informed about things I should know about	79	78	1	81	81	71
	Q4-4 My immediate line manager communicates effectively with me and my team	76	75	1	79	78	68
	Q4-5 My immediate line manager involves me in decisions that affect me or my area of work	74	73	1	77	77	65
	Q4-6 My immediate line manager helps me find a good work-life balance	70	67	3	79	78	72
	Q4-7 My immediate line manager deals with poor performance effectively	67	65	2	70	67	60

The table below shows the percentage of respondents who answered 'Agree' and 'Tend to Agree' or 'Yes' to the question, unless otherwise stated in the question text.

The data is categorised by The University of Manchester, All PSS Staff, Professional Support Services Directorate and Directorate of IT Services.

The coloured cells indicate a difference to the overall University score.

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

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		Total Reds	0	0	34
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Section	Question	The University of Manchester 2017	The University of Manchester 2015	Difference +/-	All Professional Support Services Staff (PSS Directorate + PSS Staff Faculties)	Professional Support Services Directorate	Directorate of IT Services
	Total number of respondents	7658	7177		3786	2012	243
Performance Development	Q5-1 Have you had an individual performance and development review or probation review in the last 12 months?	72	70	2	72	74	67
	Q5-2 Did you agree clear objectives as part of your performance and development review / probation review? (Based on respondents who answered "Yes" to Q5-1)	90	87	3	89	91	80
	Q5-3 As part of your performance and development review, did you agree personal development objectives? (Based on respondents who answered "Yes" to Q5-1)	84	81	3	86	87	79
	Q5-4 Have you received the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)	53	55	-2	54	52	37
	Q5-5 Has your line manager supported you in accessing the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)	65	69	-4	69	67	53
	Q5-6 Overall , my performance and development review / probation review was useful (Based on respondents who answered "Yes" to Q5-3)	76	75	1	76	76	66
	Q5-7 I am satisfied with my current level of learning and development	78	78	0	75	73	55
	Q5-8 Overall, I feel there are sufficient training and development opportunities available to me to do my job more effectively	76	77	-1	74	71	55
	Q5-9 In the past 12 months, have you taken part in any type of training, learning or development (including mentoring and coaching) paid for or provided by the University?	60	65	-5	63	60	58
My Role	Q6-1a I have a clear understanding about my role within the University	91	90	1	92	93	80
	Q6-1b I have a clear understanding about what I am expected to achieve in my job	89	88	1	90	92	79
	Q6-1c I have a clear understanding about expected standards of performance	91	90	1	93	93	82
	Q6-1d I have a clear understanding about expected standards of behaviour	96	95	1	96	96	91
	Q6-2 I have the information I need to do my job well	84	84	0	85	86	70
	Q6-3 I am well informed about what is happening in the team / section I work in	77	77	0	79	79	64
	Q6-4 I feel fairly paid for the work I do	67	70	-3	70	71	65
	Q6-5 My job security at the University is good	70	75	-5	77	81	45
	Q6-6 Overall, I feel the University offers a good pay and benefits package	78	80	-2	85	85	74

The table below shows the percentage of respondents who answered 'Agree' and 'Tend to Agree' or 'Yes' to the question, unless otherwise stated in the question text.
The data is categorised by The University of Manchester, All PSS Staff, Professional Support Services Directorate and Directorate of IT Services.
The coloured cells indicate a difference to the overall University score.
There may be variation up to 1% when compared to the Frequency Data report due to rounding.

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Total Reds	0	0	34
Total Ambers	1	5	18
Total Greens	2	7	0
Total number of respondents	7658	7177		3786	2012	243

Section	Question	The University of Manchester 2017	The University of Manchester 2015	Difference +/-	All Professional Support Services Staff (PSS Directorate + PSS Staff Faculties)	Professional Support Services Directorate	Directorate of IT Services
My Work Experience	Q7-1 I can decide on my own how to go about doing my work	92	92	0	93	92	89
	Q7-2 I am satisfied with the support I get from my immediate manager	82	81	1	83	82	73
	Q7-3 I am satisfied with the support I get from my work colleagues	89	89	0	90	89	86
	Q7-4 Communications between teams / sections are effective	64	63	1	67	65	40
	Q7-5 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	66	67	-1	57	60	62
	Q7-6 I am unable to handle all the conflicting demands on my time at work	36	34	2	29	32	38
	Q7-7 Relationships at work are strained	26	24	2	27	30	32
	Q7-8 I am able to take regular breaks on most days	67	65	2	75	73	75
	Q7-9 I feel stressed at work (Percentage or respondents who answered "Always", "Frequently" and "Occasionally")	91	91	0	88	85	91
	Q7-10 Has your stress had an impact on your ability to cope with the work demands placed on you? (Based on respondents who answered "Always", "Frequently" and "Occasionally" to Q7-9)	32	30	2	30	32	42
Dignity at Work	Q8-1 Are you aware of the University's Dignity at Work and Study Policy?	71	69	2	75	74	68
	Q8-2 Are you aware of the 'We Get it' zero tolerance to bullying and harassment campaign?	78	74	4	83	84	80
	Q8-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	82	80	2	85	85	78
	Q8-4 I believe the University is committed to equality of opportunity for all of its staff	87	87	0	87	86	83
	Q8-5a I feel the University acts fairly with regard to recruitment	82	84	-2	80	77	67
	Q8-5b I feel the University acts fairly with regard to career progression/promotion	62	62	0	61	62	39
	Q8-5c I feel the University acts fairly with regard to rewarding exceptional performance	60	59	1	59	58	43
	Q8-5d I feel the University acts fairly with regard to training and development	83	83	0	80	77	60
	Q8-6 Do you believe you are currently being harassed or bullied at work?	5	5	0	5	6	3
	Q8-11 Have you felt discriminated against at work in the last 12 months?	9	8	1	9	9	10
Physical Environment	Q9-1 I feel safe and secure at the University	95	95	0	95	94	94
	Q9-2 I have a comfortable work space (including temperature, lighting, etc.)	79	78	1	80	80	66
	Q9-3 I have a place I can go for a break at work	81	79	2	80	82	74
	Q9-4 Facilities for teaching students are good	86	86	0	91	94	88
	Q9-5 Facilities for research are good	91	91	0	95	97	92
	Q9-6 I am aware of the services the University provides to support my well-being	82	80	2	88	88	83
	Q9-7 Do you know how to report accidents and incidents?	73	69	4	80	84	80
Managing Change	Q10-1 Change within the University is managed well	54	60	-6	55	58	23
	Q10-2 I am consulted about changes that affect my team / School / Directorate	56	57	-1	60	62	32
	Q10-3 More could be done to help staff prepare for and cope with change	80	77	3	83	83	90
	Q10-4 I have seen some positive changes in the last 12 months	56	61	-5	60	62	52
	Q10-5 I believe positive action will be taken as a result of this survey	59	63	-4	63	62	38

The table below shows the percentage of respondents who answered 'Agree' and 'Tend to Agree' or 'Yes' to the question, unless otherwise stated in the question text.

The data is categorised by The University of Manchester, All PSS Staff, Professional Support Services Directorate and Directorate of IT Services.

The coloured cells indicate a difference to the overall University score.

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

| | | Percentage difference needed to change cells to Red or Green --> | 10 |
| | | Percentage difference needed to change cells to Amber --> | 5 |

Total Reds	0	0	34
Total Ambers	1	5	18
Total Greens	2	7	0

Section	Question	The University of Manchester 2017	The University of Manchester 2015	Difference +/-	All Professional Support Services Staff (PSS Directorate + PSS Staff Faculties)	Professional Support Services Directorate	Directorate of IT Services
Total number of respondents		7658	7177		3786	2012	243
Considering	Q11-1 I often think about leaving the University	35	31	4	31	33	56
Leaving	Q11-2 I am actively seeking to leave the employment of the University	17	15	2	16	18	29

PART C - Directorate of IT Services 2017 Results in Frequency Data Format

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

It should be noted that some sub-set questions (i.e. questions which follow on from an initial question and only relate to a small number of respondents) have been excluded to ensure anonymity is maintained. For the same reason, the background/demographic details of the individuals responding to the survey are also excluded.

Each section displays questions in appropriate groups in table format with percentages. It should be noted the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.

Area of Work: Directorate of IT Services

Question Block 1: Job Satisfaction

		2017		**2015**	
Q1-1	***The University is a good place to work***				
	Agree	95	39%	126	45%
	Tend to Agree	113	47%	109	39%
	Tend to Disagree	26	11%	34	12%
	Disagree	9	4%	11	4%
	Total:	**243**		**280**	
Q1-2	***I feel part of the University***				
	Agree	62	26%	81	29%
	Tend to Agree	116	48%	122	43%
	Tend to Disagree	49	20%	58	20%
	Disagree	15	6%	23	8%
	Total:	**242**		**284**	
Q1-3	***I feel part of my School / PSS Directorate / other Organisational Unit***				
	Agree	59	24%	58	21%
	Tend to Agree	98	41%	103	37%
	Tend to Disagree	62	26%	79	28%
	Disagree	22	9%	42	15%
	Total:	**241**		**282**	
Q1-4	***I feel valued by the people I work with***				
	Agree	69	29%	71	25%
	Tend to Agree	106	44%	109	39%
	Tend to Disagree	45	19%	68	24%
	Disagree	22	9%	35	12%
	Total:	**242**		**283**	
Q1-5	***I feel I have a good work life balance***				
	Agree	85	36%	80	28%
	Tend to Agree	101	42%	118	42%
	Tend to Disagree	33	14%	58	21%
	Disagree	20	8%	26	9%
	Total:	**239**		**282**	
Q1-6	***I'm not interested in the University; to me it's just a job***				
	Agree	14	6%	16	6%
	Tend to Agree	27	11%	36	13%
	Tend to Disagree	92	39%	111	40%
	Disagree	105	44%	115	41%
	Total:	**238**		**278**	

Area of Work: Directorate of IT Services

Question Block 1: Job Satisfaction

		2017		**2015**	
Q1-7	***Teaching staff are valued as part of the University community***				
	Agree	75	34%	80	31%
	Tend to Agree	127	57%	152	58%
	Tend to Disagree	18	8%	22	8%
	Disagree	3	1%	6	2%
	Total:	**223**		**260**	
Q1-8	***Research staff are valued as part of the University community***				
	Agree	95	43%	110	42%
	Tend to Agree	107	49%	129	50%
	Tend to Disagree	15	7%	14	5%
	Disagree	3	1%	6	2%
	Total:	**220**		**259**	
Q1-9	***Support staff are valued as part of the University community***				
	Agree	17	7%	21	8%
	Tend to Agree	88	37%	89	32%
	Tend to Disagree	84	35%	119	43%
	Disagree	48	20%	46	17%
	Total:	**237**		**275**	
Q1-10	***Overall, I am satisfied with my job***				
	Agree	50	21%	53	19%
	Tend to Agree	99	41%	121	43%
	Tend to Disagree	66	27%	68	24%
	Disagree	26	11%	41	14%
	Total:	**241**		**283**	

Area of Work: Directorate of IT Services

Question Block 2: University Goals and Values

		2017		**2015**	

Q2-1   I understand what the core goals of the University are

		2017		2015	
Agree		105	44%	126	45%
Tend to Agree		105	44%	122	43%
Tend to Disagree		22	9%	24	9%
Disagree		9	4%	9	3%
	Total:	241		281	

Q2-2   I agree with the University Core Goal to support world-leading research

		2017		2015	
Agree		174	72%	183	66%
Tend to Agree		60	25%	87	31%
Tend to Disagree		7	3%	6	2%
Disagree		1	0%	2	1%
	Total:	242		278	

Q2-3   I agree with the University Core Goal to deliver outstanding teaching, learning and student experience

		2017		2015	
Agree		178	74%	204	74%
Tend to Agree		59	24%	69	25%
Tend to Disagree		3	1%	0	0%
Disagree		1	0%	2	1%
	Total:	241		275	

Q2-4   I agree with the University Core Goal to make a positive contribution to society

		2017		2015	
Agree		168	70%	198	71%
Tend to Agree		67	28%	75	27%
Tend to Disagree		5	2%	2	1%
Disagree		1	0%	3	1%
	Total:	241		278	

Q2-5   I feel proud to work for the University

		2017		2015	
Agree		99	41%	124	44%
Tend to Agree		102	43%	117	42%
Tend to Disagree		32	13%	27	10%
Disagree		6	3%	12	4%
	Total:	239		280	

Q2-6   On the whole, communication in the University is effective

		2017		2015	
Agree		13	5%	14	5%
Tend to Agree		99	41%	116	41%
Tend to Disagree		85	35%	96	34%
Disagree		43	18%	55	20%
	Total:	240		281	

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Area of Work: Directorate of IT Services

Question Block 2: University Goals and Values

			2017		2015	
Q2-7	***There are effective channels for me to feed my views upwards in the University***					
	Agree		20	8%	18	6%
	Tend to Agree		72	30%	81	29%
	Tend to Disagree		86	36%	109	39%
	Disagree		63	26%	71	25%
	Total:		**241**		**279**	
Q2-8	***Would you recommend the University to a friend as a place to work?***					
	Yes		144	59%	185	65%
	No		46	19%	47	17%
	Don't Know		53	22%	51	18%
	Total:		**243**		**283**	

Area of Work: Directorate of IT Services

Question Block 2: University Goals and Values

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Area of Work: Directorate of IT Services

Question Block 3: Senior Management and Leadership

		2017		**2015**	
To what extent do you agree the President's Senior Leadership Team…					
(Q3-1) …manage and lead the University well					
Agree		28	12%	45	16%
Tend to Agree		80	33%	140	50%
Tend to Disagree		50	21%	27	10%
Disagree		33	14%	17	6%
Don't Know		49	20%	53	19%
	Total:	**240**		**282**	
(Q3-2) …set out a clear vision of where the organisation is headed					
Agree		30	13%	59	21%
Tend to Agree		123	51%	139	49%
Tend to Disagree		39	16%	31	11%
Disagree		21	9%	16	6%
Don't Know		27	11%	37	13%
	Total:	**240**		**282**	
(Q3-3) …support new ideas for improving services					
Agree		17	7%	32	12%
Tend to Agree		68	29%	105	38%
Tend to Disagree		53	22%	56	20%
Disagree		35	15%	20	7%
Don't Know		65	27%	65	23%
	Total:	**238**		**278**	
(Q3-4) …listen to and respond to the views of staff					
Agree		11	5%	23	8%
Tend to Agree		59	25%	82	29%
Tend to Disagree		51	21%	82	29%
Disagree		73	31%	43	15%
Don't Know		45	19%	50	18%
	Total:	**239**		**280**	
(Q3-5) …communicate well and keep staff informed on important issues					
Agree		21	9%	28	10%
Tend to Agree		99	41%	126	45%
Tend to Disagree		63	26%	61	22%
Disagree		37	15%	39	14%
Don't Know		20	8%	26	9%
	Total:	**240**		**280**	

Area of Work: Directorate of IT Services

Question Block 4: My Manager

		2017		**2015**	
My immediate line manager…					
(Q4-1) …gives me recognition for work done well					
Agree		99	41%	76	27%
Tend to Agree		76	31%	92	33%
Tend to Disagree		39	16%	63	23%
Disagree		28	12%	46	17%
	Total:	**242**		**277**	
(Q4-2) …provides me with feedback about my performance					
Agree		84	35%	59	21%
Tend to Agree		77	32%	92	33%
Tend to Disagree		48	20%	81	29%
Disagree		31	13%	45	16%
	Total:	**240**		**277**	
(Q4-3) …keeps me informed about things I should know about					
Agree		85	35%	74	27%
Tend to Agree		87	36%	106	38%
Tend to Disagree		44	18%	60	22%
Disagree		25	10%	37	13%
	Total:	**241**		**277**	
(Q4-4) …communicates effectively with me and my team					
Agree		86	36%	69	25%
Tend to Agree		79	33%	94	34%
Tend to Disagree		47	20%	69	25%
Disagree		29	12%	46	17%
	Total:	**241**		**278**	
(Q4-5) …involves me in decisions that affect me or my area of work					
Agree		88	37%	75	27%
Tend to Agree		68	28%	88	32%
Tend to Disagree		47	20%	67	24%
Disagree		36	15%	45	16%
	Total:	**239**		**275**	
(Q4-6) …helps me find a good work-life balance					
Agree		88	37%	62	23%
Tend to Agree		84	35%	108	40%
Tend to Disagree		46	19%	55	20%
Disagree		22	9%	44	16%
	Total:	**240**		**269**	
(Q4-7) …deals with poor performance effectively					
Agree		57	24%	41	15%
Tend to Agree		84	36%	94	35%
Tend to Disagree		49	21%	72	27%
Disagree		45	19%	59	22%
	Total:	**235**		**266**	

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Area of Work: Directorate of IT Services

Question Block 5: Performance Development

		2017		2015	
Q5-1	**Have you had an individual performance and development review or probation review in the last 12 months?**				
	Yes	162	67%	172	61%
	No	80	33%	112	39%
	Total:	**242**		**284**	
Q5-2	**Did you agree clear objectives as part of your performance and development review / probation review? (Based on respondents who answered "Yes" to Q5-1)**				
	Yes	127	80%	112	66%
	No	32	20%	58	34%
	Total:	**159**		**170**	
Q5-3	**As part of your performance and development review, did you agree personal development objectives? (Based on respondents who answered "Yes" to Q5-1)**				
	Yes	125	79%	100	59%
	No	34	21%	69	41%
	Total:	**159**		**169**	
Q5-4	**Have you received the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)**				
	Yes	46	37%	29	30%
	No	23	19%	27	28%
	Too Early To Say	54	44%	41	42%
	Total:	**123**		**97**	
Q5-5	**Has your line manager supported you in accessing the training, learning and development identified? (Based on respondents who answered "Yes" to Q5-3)**				
	Yes	66	53%	47	48%
	No	14	11%	19	20%
	Too Early To Say	44	35%	31	32%
	Total:	**124**		**97**	
Q5-6	**Overall , my performance and development review / probation review was useful (Based on respondents who answered "Yes" to Q5-1)**				
	Agree	38	24%	28	16%
	Tend to Agree	69	43%	51	30%
	Tend to Disagree	29	18%	56	33%
	Disagree	25	16%	36	21%
	Total:	**161**		**171**	
Q5-7	**I am satisfied with my current level of learning and development**				
	Agree	58	24%	35	13%
	Tend to Agree	74	31%	96	34%
	Tend to Disagree	61	26%	84	30%
	Disagree	46	19%	65	23%
	Total:	**239**		**280**	

Area of Work: Directorate of IT Services

Question Block 5: Performance Development

		2017		**2015**	
Q5-8	***Overall, I feel there are sufficient training and development opportunities available to me to do my job more effectively***				
	Agree	50	21%	30	11%
	Tend to Agree	80	34%	88	32%
	Tend to Disagree	54	23%	89	32%
	Disagree	54	23%	72	26%
	Total:	**238**		**279**	
Q5-9	***In the past 12 months, have you taken part in any type of training, learning or development (including mentoring and coaching) paid for or provided by the University?***				
	Yes	140	58%	183	65%
	No	100	42%	99	35%
	Total:	**240**		**282**	

Area of Work: Directorate of IT Services

Question Block 6: My Role

		2017		**2015**	
Q6-1	***I have a clear understanding about...***				
	(a) ...my role within the University				
	Agree	102	42%	83	29%
	Tend to Agree	91	38%	98	35%
	Tend to Disagree	35	14%	67	24%
	Disagree	14	6%	36	13%
	Total:	**242**		**284**	
	(b) ...what I am expected to achieve in my job				
	Agree	95	39%	76	27%
	Tend to Agree	95	39%	100	35%
	Tend to Disagree	37	15%	73	26%
	Disagree	15	6%	33	12%
	Total:	**242**		**282**	
	(c) ...expected standards of performance				
	Agree	113	47%	107	38%
	Tend to Agree	82	34%	108	38%
	Tend to Disagree	31	13%	43	15%
	Disagree	12	5%	25	9%
	Total:	**238**		**283**	
	(d) ...expected standards of behaviour				
	Agree	137	57%	147	52%
	Tend to Agree	83	34%	108	38%
	Tend to Disagree	15	6%	18	6%
	Disagree	6	2%	11	4%
	Total:	**241**		**284**	
Q6-2	***I have the information I need to do my job well***				
	Agree	53	22%	47	17%
	Tend to Agree	116	48%	126	45%
	Tend to Disagree	53	22%	78	28%
	Disagree	20	8%	30	11%
	Total:	**242**		**281**	
Q6-3	***I am well informed about what is happening in the team / section I work in***				
	Agree	68	28%	54	19%
	Tend to Agree	87	36%	99	35%
	Tend to Disagree	68	28%	78	28%
	Disagree	19	8%	50	18%
	Total:	**242**		**281**	

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Area of Work: Directorate of IT Services

Question Block 6: My Role

		2017		**2015**	

Q6-4   *I feel fairly paid for the work I do*

		2017		2015	
Agree		76	32%	83	29%
Tend to Agree		80	33%	111	39%
Tend to Disagree		44	18%	54	19%
Disagree		41	17%	34	12%
Total:		**241**		**282**	

Q6-5   *My job security at the University is good*

		2017		2015	
Agree		43	18%	62	22%
Tend to Agree		67	28%	121	43%
Tend to Disagree		63	26%	60	21%
Disagree		70	29%	39	14%
Total:		**243**		**282**	

Q6-6   *Overall, I feel the University offers a good pay and benefits package*

		2017		2015	
Agree		73	30%	78	28%
Tend to Agree		106	44%	145	51%
Tend to Disagree		37	15%	37	13%
Disagree		26	11%	22	8%
Total:		**242**		**282**	

Area of Work: Directorate of IT Services

Question Block 7: My Work Experience

		2017		**2015**	

Q7-1 *I can decide on my own how to go about doing my work*

		2017		2015	
Agree		116	48%	105	37%
Tend to Agree		101	42%	140	49%
Tend to Disagree		15	6%	24	8%
Disagree		11	5%	14	5%
	Total:	243		283	

Q7-2 *I am satisfied with the support I get from my immediate manager*

		2017		2015	
Agree		103	43%	91	33%
Tend to Agree		73	30%	100	36%
Tend to Disagree		40	17%	58	21%
Disagree		25	10%	31	11%
	Total:	241		280	

Q7-3 *I am satisfied with the support I get from my work colleagues*

		2017		2015	
Agree		108	45%	108	38%
Tend to Agree		101	42%	134	48%
Tend to Disagree		22	9%	32	11%
Disagree		11	5%	8	3%
	Total:	242		282	

Q7-4 *Communications between teams / sections are effective*

		2017		2015	
Agree		24	10%	21	7%
Tend to Agree		74	31%	89	31%
Tend to Disagree		97	40%	122	43%
Disagree		47	19%	52	18%
	Total:	242		284	

Q7-5 *I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload*

		2017		2015	
Agree		81	33%	83	29%
Tend to Agree		70	29%	81	29%
Tend to Disagree		68	28%	79	28%
Disagree		23	10%	39	14%
	Total:	242		282	

Q7-6 *I am unable to handle all the conflicting demands on my time at work*

		2017		2015	
Agree		28	12%	37	13%
Tend to Agree		64	27%	51	18%
Tend to Disagree		105	44%	140	50%
Disagree		44	18%	53	19%
	Total:	241		281	

Area of Work: Directorate of IT Services

Question Block 7: My Work Experience

		2017		**2015**	
Q7-7	***Relationships at work are strained***				
	Agree	29	12%	42	15%
	Tend to Agree	48	20%	73	26%
	Tend to Disagree	105	44%	107	38%
	Disagree	59	24%	60	21%
	Total:	**241**		**282**	
Q7-8	***I am able to take regular breaks on most days***				
	Agree	79	33%	80	28%
	Tend to Agree	102	42%	112	40%
	Tend to Disagree	38	16%	53	19%
	Disagree	23	10%	38	13%
	Total:	**242**		**283**	
Q7-9	***I feel stressed at work***				
	Always	21	9%	23	8%
	Frequently	64	26%	85	30%
	Occasionally	135	56%	156	55%
	Never	22	9%	20	7%
	Total:	**242**		**284**	
Q7-10	***Has your stress had an impact on your ability to cope with the work demands placed on you? (Based on respondents who answered "Always", "Frequently" and "Occasionally" to***				
	Yes	92	42%	96	37%
	No	126	58%	166	63%
	Total:	**218**		**262**	

Area of Work: Directorate of IT Services

Question Block 8: Dignity at Work

			2017		2015	
Q8-1	**Are you aware of the University's Dignity at Work and Study Policy?**					
	Yes		163	68%	211	75%
	No		78	32%	72	25%
		Total:	**241**		**283**	
Q8-2	**Are you aware of the 'We Get it' zero tolerance to bullying and harassment campaign?**					
	Yes		195	80%	243	86%
	No		48	20%	41	14%
		Total:	**243**		**284**	
Q8-3	**I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination**					
	Agree		114	48%	139	50%
	Tend to Agree		73	31%	77	28%
	Tend to Disagree		31	13%	37	13%
	Disagree		21	9%	24	9%
		Total:	**239**		**277**	
Q8-4	**I believe the University is committed to equality of opportunity for all of its staff**					
	Agree		95	39%	124	44%
	Tend to Agree		106	44%	102	36%
	Tend to Disagree		24	10%	35	12%
	Disagree		17	7%	21	7%
		Total:	**242**		**282**	
Q8-5	**I feel the University acts fairly with regard to…**					
	(a) …recruitment					
	Agree		60	25%	69	25%
	Tend to Agree		99	42%	127	47%
	Tend to Disagree		45	19%	43	16%
	Disagree		34	14%	33	12%
		Total:	**238**		**272**	
	(b) …career progression / promotion					
	Agree		27	11%	28	10%
	Tend to Agree		65	28%	69	25%
	Tend to Disagree		80	34%	109	40%
	Disagree		63	27%	66	24%
		Total:	**235**		**272**	
	(c) …rewarding exceptional performance					
	Agree		23	10%	25	9%
	Tend to Agree		77	33%	76	28%
	Tend to Disagree		78	33%	110	40%
	Disagree		56	24%	62	23%
		Total:	**234**		**273**	

Area of Work: Directorate of IT Services

Question Block 8: Dignity at Work

		2017		**2015**	
Q8-5	***I feel the University acts fairly with regard to…***				
	(d) …training and development				
	Agree	45	19%	41	15%
	Tend to Agree	96	41%	101	37%
	Tend to Disagree	56	24%	87	32%
	Disagree	39	17%	44	16%
	Total:	**236**		**273**	
Q8-6	***Do you believe you are currently being harassed or bullied at work?***				
	Yes	8	3%	25	9%
	No	233	97%	258	91%
	Total:	**241**		**283**	
Q8-11	***Have you felt discriminated against at work in the last 12 months?***				
	Yes	24	10%	38	13%
	No	215	90%	245	87%
	Total:	**239**		**283**	

Area of Work: Directorate of IT Services

Question Block 8: Dignity at Work

Area of Work: Directorate of IT Services

Question Block 9: Physical Environment

		2017		**2015**	
Q9-1	***I feel safe and secure at the University***				
	Agree	140	58%	148	52%
	Tend to Agree	87	36%	109	39%
	Tend to Disagree	7	3%	20	7%
	Disagree	8	3%	6	2%
	Total:	**242**		**283**	
Q9-2	***I have a comfortable work space (including temperature, lighting, etc.)***				
	Agree	70	29%	78	27%
	Tend to Agree	90	37%	92	32%
	Tend to Disagree	49	20%	65	23%
	Disagree	33	14%	49	17%
	Total:	**242**		**284**	
Q9-3	***I have a place I can go for a break at work***				
	Agree	93	39%	103	37%
	Tend to Agree	83	35%	94	33%
	Tend to Disagree	33	14%	43	15%
	Disagree	30	13%	41	15%
	Total:	**239**		**281**	
Q9-4	***Facilities for teaching students are good***				
	Agree	59	29%	62	27%
	Tend to Agree	122	59%	152	65%
	Tend to Disagree	18	9%	12	5%
	Disagree	7	3%	7	3%
	Total:	**206**		**233**	
Q9-5	***Facilities for research are good***				
	Agree	58	29%	67	29%
	Tend to Agree	125	63%	145	63%
	Tend to Disagree	12	6%	11	5%
	Disagree	4	2%	6	3%
	Total:	**199**		**229**	
Q9-6	***I am aware of the services the University provides to support my well-being***				
	Agree	90	38%	90	32%
	Tend to Agree	109	45%	135	48%
	Tend to Disagree	32	13%	38	14%
	Disagree	9	4%	18	6%
	Total:	**240**		**281**	
Q9-7	***Do you know how to report accidents and incidents?***				
	Yes	193	80%	182	64%
	No	13	5%	27	10%
	Not Sure	35	15%	75	26%
	Total:	**241**		**284**	

Area of Work: Directorate of IT Services

Question Block 10: Managing Change

		2017		**2015**	

Q10-1 *Change within the University is managed well*

	2017		2015	
Agree	10	4%	9	3%
Tend to Agree	46	19%	54	19%
Tend to Disagree	107	45%	118	42%
Disagree	76	32%	97	35%
Total:	**239**		**278**	

Q10-2 *I am consulted about changes that affect my team / School / Directorate*

	2017		2015	
Agree	16	7%	21	8%
Tend to Agree	60	25%	84	30%
Tend to Disagree	91	38%	97	35%
Disagree	71	30%	78	28%
Total:	**238**		**280**	

Q10-3 *More could be done to help staff prepare for and cope with change*

	2017		2015	
Agree	119	50%	137	49%
Tend to Agree	95	40%	114	41%
Tend to Disagree	20	8%	23	8%
Disagree	3	1%	7	2%
Total:	**237**		**281**	

Q10-4 *I have seen some positive changes in the last 12 months*

	2017		2015	
Agree	27	12%	31	11%
Tend to Agree	95	41%	87	31%
Tend to Disagree	56	24%	85	31%
Disagree	56	24%	74	27%
Total:	**234**		**277**	

Q10-5 *I believe positive action will be taken as a result of this survey*

	2017		2015	
Agree	21	9%	30	11%
Tend to Agree	70	30%	91	33%
Tend to Disagree	75	32%	82	30%
Disagree	71	30%	72	26%
Total:	**237**		**275**	

Area of Work: Directorate of IT Services

Question Block 11: Considering Leaving

		2017		**2015**	
Q11-1	***I often think about leaving the University***				
	Agree	61	26%	61	22%
	Tend to Agree	71	30%	82	29%
	Tend to Disagree	67	28%	84	30%
	Disagree	37	16%	53	19%
	Total:	**236**		**280**	
Q11-2	***I am actively seeking to leave the employment of the University***				
	Agree	26	11%	36	13%
	Tend to Agree	42	18%	41	15%
	Tend to Disagree	69	30%	85	31%
	Disagree	96	41%	116	42%
	Total:	**233**		**278**	