



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

## The University of Manchester Professional Services RAG Report

Staff Survey 2019

May 2019

Project Number: 8383

# CAPITA

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## The University of Manchester

### Professional Services RAG Report

#### Background

In March 2019, The University of Manchester launched its staff survey, to provide an opportunity for employees to feedback on their experiences in working for the University and to highlight issues they feel should be addressed in the future.

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

The survey was distributed on 4<sup>th</sup> March 2019 with a closure date of 8<sup>th</sup> April 2019. Capita Surveys and Research processed and validated 7,424 completed survey questionnaires from The University of Manchester employees: this gives a response rate of 69% based on the 10,814 staff invited to participate.

Professional Services achieved a response rate of 77%, i.e. 2,119 out of the 2,765 staff invited responded to the survey.

#### What is in this report

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

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

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

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

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

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

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

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

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

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

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

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

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

## Understanding the effect of rounding

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

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

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

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

### EXAMPLE:

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

### Note

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

# Professional Services RAG Report

# The University of Manchester - Professional Services: Staff Survey 2019

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Responses to negatively phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively worded questions / statements. e.g. Q87 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 and by Professional Services. The coloured cells indicate a difference to the overall organisation score.

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Total Reds

Total Ambers

Total Greens

0	18	0	5	2	1	2	27	2	2	2	1	20	1
0	8	1	9	6	1	6	17	6	3	1	1	10	1
13	37	17	29	15	23	24	4	24	34	42	62	30	35

Question Block	Question	Total number of respondents		The University of Manchester 2019	The University of Manchester 2017	+/- Difference
		7424	7658			
Question Block 1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1		
	Q1-2 I feel part of the University	81	82	-1		
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2		
	Q1-4 I feel valued by the people I work with	81	81	0		
	Q1-5 I feel I have a good work life balance	70	70	0		
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0		
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2		
	Q1-8 Research staff are valued as part of the University community	87	88	-1		
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2		
	Q1-10 Overall, I am satisfied with my job	80	81	-1		
Question Block 2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3		
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0		
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0		
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0		
	Q2-5 I feel proud to work for the University	89	91	-2		
	Q2-6 On the whole, communication in the University is effective	56	62	-6		
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3		
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2		
	Q2-9 Would you recommend the University to a friend as a place to study?	79				
Question Block 3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well	59	65	-6		
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	63	71	-8		
	Q3-3 The President's Senior Leadership Team support new ideas for improving services	50	54	-4		
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	42	47	-5		
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	56	63	-7		

Professional Services													
2119	12	497	28	468	208	138	281	56	29	66	46	12	278
Professional Services	AUA	Directorate for the Student Experience	Directorate of Compliance and Risk	Directorate of Estates and Facilities	Directorate of Finance	Directorate of Human Resources	Directorate of IT Services	Directorate of Research and Business Engagement Support Services	Division of Communications and Marketing	Division of Development and Alumni Relations	Office of the President and Vice Chancellor*	Programme Management Office	The University of Manchester Library
%	%	%	%	%	%	%	%	%	%	%	%	%	%
95	91	96	96	94	97	99	89	100	100	98	100	100	97
87	50	89	82	84	92	87	79	98	93	95	93	83	91
82	75	84	75	74	88	86	73	93	86	95	98	82	90
83	100	83	79	80	86	89	75	82	89	86	96	75	88
82	92	83	82	84	76	80	81	76	76	91	86	73	80
85	92	83	96	78	89	92	84	91	86	92	96	92	90
92	100	91	92	94	96	96	87	94	96	95	95	67	92
95	100	96	100	94	95	97	92	94	96	97	100	83	96
70	50	78	58	68	72	62	54	64	75	82	89	33	76
83	83	86	81	84	85	86	72	84	86	91	89	73	84
92	50	93	96	90	95	91	83	96	100	98	100	100	97
97	83	98	100	95	98	97	97	100	100	98	100	100	99
99	100	99	100	99	99	97	99	100	97	100	100	100	99
98	92	98	100	97	99	99	97	100	100	98	100	100	99
92	92	93	96	89	95	96	87	98	97	94	100	83	94
63	67	62	70	64	67	64	46	61	62	77	76	50	72
60	42	62	57	62	67	64	35	62	48	73	74	33	69
83	92	82	93	80	87	90	71	91	90	89	89	75	86
81	75	85	71	85	80	82	72	86	76	83	84	83	79
73	36	73	71	79	77	78	49	86	76	88	87	33	77
74	36	77	68	79	80	75	53	77	69	83	85	42	79
64	36	60	57	71	64	64	44	67	52	80	83	42	68
54	36	54	54	59	63	59	29	66	46	79	80	33	55
66	55	64	64	70	71	67	46	77	69	86	82	58	71

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Question Block	Question	Total number of respondents		+/- Difference
		7424	7658	
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		
	Q4-2 My local School or Department or Division is managed well	70		
Question Block 5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well	80	78	2
	Q5-2 My immediate line manager provides me with feedback about my performance	76	76	0
	Q5-3 My immediate line manager keeps me informed about things I should know about	80	79	1
	Q5-4 My immediate line manager communicates effectively with me and my team	77	76	1
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	75	74	1
	Q5-6 My immediate line manager helps me find a good work-life balance	72	70	2
	Q5-7 My immediate line manager deals with poor performance effectively	68	67	1
	Q5-8 My immediate line manager helps me develop in my role	73		
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
	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
	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
	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
	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
	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
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2
	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
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23		
	Q6-11 In the past 12 months, have you received any work-related coaching?	17		

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%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
69	82	76	70	64	77	66	41	84	76	83	91	58	77	
68	82	68	56	66	79	65	51	78	75	79	93	73	77	
82	100	79	79	79	82	85	78	71	90	95	96	83	86	
79	92	77	79	75	84	78	73	69	93	85	96	92	87	
83	92	83	75	81	84	84	78	80	86	94	98	100	88	
79	92	77	68	79	84	80	72	73	82	80	96	100	84	
79	92	79	70	77	82	82	73	76	76	77	95	82	81	
82	92	79	85	77	84	86	82	82	86	88	96	100	84	
71	82	71	70	71	76	58	64	70	82	79	87	92	77	
76	92	73	81	70	80	80	70	75	86	80	91	83	85	
73	83	73	86	60	85	70	63	79	96	91	87	92	85	
90	100	91	83	90	95	80	85	84	100	88	97	91	94	
88	100	89	92	84	92	81	82	84	100	88	97	82	93	
67	90	64	73	67	61	68	62	64	89	58	76	78	77	
72	100	67	71	74	66	69	72	69	85	66	79	78	82	
75	90	74	79	78	76	71	62	74	85	77	92	91	78	
74	100	73	89	70	80	75	59	84	86	80	91	75	82	
73	75	72	96	67	81	75	57	89	86	80	85	92	81	
79	82	80	89	58	81	89	81	80	96	88	93	92	89	
19	17	16	29	16	27	22	18	18	11	12	30	50	17	
20	17	16	25	20	25	23	18	15	11	17	31	27	22	

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Question Block	Question	Total number of respondents		+/- Difference
		7424	7658	
Question Block 7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1
	Q7-2 I have the information I need to do my job well	83	84	-1
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0
	Q7-4 I feel fairly paid for the work I do	67	67	0
	Q7-5 My job security at the University is good	62	70	-8
Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	
Question Block 8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0
	Q8-4 Communications between teams/sections are effective	63	64	-1
	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
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0
	Q8-7 Relationships at work are not strained	74	74	0
	Q8-8 I am able to take regular breaks on most days	67	67	0
	Q8-9 I never feel stressed at work	8	9	-1
	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

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%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
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90	92	92	82	93	91	91	77	89	90	94	100	75	91	91
92	92	93	93	95	94	92	82	89	97	91	98	75	92	92
95	92	97	93	96	98	95	92	95	97	92	98	83	95	95
85	92	88	81	88	80	81	71	80	93	98	93	75	89	89
81	92	80	64	81	84	81	71	75	86	91	96	92	86	86
74	75	76	86	69	73	81	68	76	86	79	82	83	77	77
76	75	68	96	87	88	85	50	71	90	92	88	58	78	78
84	58	88	93	76	85	91	78	91	100	92	93	100	85	85
92	100	91	93	91	95	93	93	100	90	97	98	83	89	89
85	92	82	93	85	86	88	80	71	83	89	96	83	88	88
92	100	93	93	91	86	91	90	87	93	88	96	100	95	95
65	100	63	67	71	69	57	47	64	71	58	80	73	72	72
44	50	45	50	42	42	28	46	41	48	45	33	42	51	51
70	82	71	69	72	71	59	66	67	59	74	74	67	76	76
74	100	74	70	69	79	72	70	81	79	78	82	92	79	79
74	92	72	59	75	71	72	79	69	76	76	69	50	79	79
14	8	10	0	27	13	10	11	5	7	6	4	0	12	12
69	64	68	75	74	64	63	65	81	59	77	86	67	67	67

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Question Block	Question	Total number of respondents		The University of Manchester 2019	The University of Manchester 2017	+/- Difference
		7424	7658			
Question Block 9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3		
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7		
	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		
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4		
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1		
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2		
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2		
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3		
	Q9-6 I am not currently being harassed or bullied at work	95	95	0		
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0		
Question Block 10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1		
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1		
	Q10-3 I have a place I can go for a break at work	83	81	2		
	Q10-4 Facilities for teaching students are good	88	86	2		
	Q10-5 Facilities for research are good	91	91	0		
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3		
	Q10-7 Do you know how to report accidents and incidents?	75	73	2		
Question Block 11: Managing Change	Q11-1 Generally, change within the University is managed well	48	54	-6		
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	53	56	-3		
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change	17	20	-3		
	Q11-4 Generally, I have seen some positive changes in the last 12 months	53	56	-3		
	Q11-5 Generally, I believe positive action will be taken as a result of this survey	55	59	-4		
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				
	Q12-2 I am confident results of the staff survey will be acted upon	56				
	Q12-3 I have seen improvements since the last survey	45				
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results	36				
	Q12-5 I feel my views are listened to	51				
	Q12-6 I have had the opportunity to contribute to action planning activities	45				

Professional Services													
2119	12	497	28	468	208	138	281	56	29	66	46	12	278
Professional Services	AUA	Directorate for the Student Experience	Directorate of Compliance and Risk	Directorate of Estates and Facilities	Directorate of Finance	Directorate of Human Resources	Directorate of IT Services	Directorate of Research and Business Engagement Support Services	Division of Communications and Marketing	Division of Development and Alumni Relations	Office of the President and Vice Chancellor*	Programme Management Office	The University of Manchester Library
%	%	%	%	%	%	%	%	%	%	%	%	%	%
76	25	81	82	73	76	83	68	70	83	77	98	75	72
87	42	91	82	86	84	91	83	88	97	88	98	75	84
87	50	91	81	88	88	90	80	80	82	91	98	67	86
86	83	87	82	85	89	84	81	95	82	89	91	75	85
79	75	80	85	77	77	85	71	82	79	85	84	91	80
63	82	64	73	62	72	64	44	64	62	67	87	73	71
60	58	62	73	57	61	57	46	66	66	61	82	55	69
77	91	80	88	71	82	80	63	91	86	85	91	80	82
95	100	95	96	93	97	97	95	98	97	98	100	100	95
92	100	92	93	89	93	94	89	96	93	92	93	75	93
95	100	94	93	94	97	97	94	96	100	98	98	92	96
75	100	77	68	81	83	75	66	89	86	80	85	58	63
84	100	82	61	88	79	87	87	68	79	92	48	58	91
94	90	96	91	96	97	97	91	98	96	98	100	70	84
96	90	97	100	97	97	98	96	98	100	100	100	80	91
91	67	95	85	87	94	97	84	96	93	92	98	92	93
82	17	88	86	95	62	68	82	71	93	85	80	58	79
55	45	54	56	71	54	46	25	55	33	76	67	55	66
62	42	66	52	67	67	67	37	63	57	70	87	45	61
15	27	14	27	16	15	16	10	16	15	31	9	0	19
64	42	62	68	60	67	70	50	70	67	84	75	91	73
62	50	64	77	58	68	67	44	60	71	88	86	91	65
84	75	81	74	89	85	87	79	85	83	78	84	64	89
64	42	65	75	62	72	70	46	65	72	86	81	90	65
56	27	60	71	50	63	65	37	61	62	89	74	89	58
52	17	53	58	47	41	65	37	54	75	65	74	67	69
59	50	62	62	50	66	64	42	58	69	74	82	60	70
56	67	56	64	45	53	65	40	42	71	69	81	70	77