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Area of Work Report

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Alliance Manchester Business School

Staff Survey 2019

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CAPITA

Organisational Contact Information

Address:
Capita Surveys and Research
Spa House
Hookstone Park
Harrogate
North Yorkshire
HG2 7DB

Tel: 01423 818700
Fax: 01423 818777
Web: www.capitasurveys.co.uk

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The University of Manchester
Alliance Manchester Business School

Background

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

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

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

In addition, UMC staff received invitations to participate in the staff survey. UMC achieved 167 responses from 474 members of staff invited, equivalent to a 35% response rate. The results are reported separately from this report.

Response Rate

The Alliance Manchester Business School achieved a response rate of 74% i.e. 358 out of 487 employees responded to the survey.

Presentation of results

This report presents a summary of the results for the Alliance Manchester Business School, referred to as area of work (AoW) throughout this report.

Part A: Areas of Strength and Areas for Improvement

All positive perceptions for the primary questions/statements in the 2019 survey in descending ranked order. All results are colour coded to help to identify areas of strength or opportunities for improvement. A comparison to the 2017 results is included.

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

A table of results designed to give an overview of the survey results at University level and by Area of Work. Results for the area of work are colour coded red, amber or green and show a comparison to the University question results.

Part C: Area of Work Results in Frequency Data Format

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

Reliability of results

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

Confidence intervals and statistical reliability

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

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

Understanding the effect of rounding

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

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

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

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

EXAMPLE:

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

Note

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

Part A: Areas of strength and areas identified for improvement

This part of the report displays all the primary questions in the survey in table format for area of work. The table contains the 2019 percentage; the 2017 percentage; and the percentage point change between the two years where a comparison is available. A summary table of the overall number of improvements and deteriorations between the 2019 and 2017 survey results is shown on the top of each page.

The table presents results in ranked in descending order i.e. the most positive responses appear at the top of the list. The question/statement results are colour coded to help to identify areas of strength or opportunities for improvement.

Cells displaying question results are colour coded red, amber or green according to the percentage of respondents giving a positive response:

GREEN indicates 'strength'- agreement from 75% or more of staff

AMBER indicates 'opportunities for improvement' - agreement from between 51% and 74% of staff

RED indicates 'areas for improvement' - agreement from 50% or fewer staff.

Calculating the 'combined positive' perceptions

The result for each question is calculated by adding together the 'Agree' and 'Tend to Agree' responses and using the resulting combined percentage or using the straightforward 'Yes' responses to questions.

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

For example, to find the 'combined positive' result for the question '*Relationships at work are strained*' we add together the 'Disagree' and 'Tend to Disagree' responses as these are the respondents who have said '*Relationships at work are **not** strained*'.

A second example, the 'positive' response in relation to the question *'Do you believe you are currently being harassed or bullied at work?'* is the 'No' response, i.e. those respondents who have said *'I **am not** currently being harassed or bullied at work'*.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated question text as shown in the examples above.

Notes

Please note, whilst there may be a high percentage of employees who identify themselves as **not** being harassed, bullied or discriminated against, and this is identified as a strength in the analysis, these areas should be considered as areas for improvement as most organisations have a zero tolerance policy regarding these issues.

Sub-set questions/statements are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question) and therefore are answered by a smaller number of participants. To ensure anonymity is maintained, some of the sub-set questions/statements are excluded from this analysis. However, as a large proportion of employees have responded to the sub-set questions in Question Block 6: Performance and Personal Development (Q6-2 to Q6-6), and Q8-10 'Has your stress had an impact on your ability to cope with the work demands placed on you?' these follow up sub-set questions are used in the analysis.

Area of Work: Alliance Manchester Business School

The table below shows the percentage of respondents who gave a positive response to the question.

Responses to negatively phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively worded questions / statements. e.g. Q8-7 Relationships at work are not strained, the percentage stated represents the respondents who said 'Tend to Disagree' and 'Disagree' to the question Q8-7 Relationships at work are strained (i.e. gave the positive response).

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

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

Improvements: 31
No change: 7
Deteriorations: 42

Total number of responses:	358	384	Per
Question	2019 %	2017 %	Diff +/-
Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	98	-1
Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	96	98	-2
Q2-2 I agree with the University Core Goal to support world-leading research	95	97	-2
Q9-6 I am not currently being harassed or bullied at work	94	92	2
Q10-4 Facilities for teaching students are good	92	64	28
Q7-1a I have a clear understanding about my role within the University	91	90	1
Q7-1d I have a clear understanding about expected standards of behaviour	91	94	-3
Q8-1 I can decide on my own how to go about doing my work	90	89	1
Q10-1 I feel safe and secure at the University	90	92	-2
Q2-1 I understand what the core goals of the University are	89	91	-2
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)	89	87	2
Q9-11 I have not felt discriminated against at work in the last 12 months	89	88	1
Q10-5 Facilities for research are good	89	80	9
Q1-6 I am interested in the University; to me it's not just a job	88	88	0
Q10-3 I have a place I can go for a break at work	88	74	14
Q7-1b I have a clear understanding about what I am expected to achieve in my job	87	84	3
Q1-1 The University is a good place to work	86	89	-3
Q7-1c I have a clear understanding about expected standards of performance	86	86	0
Q2-5 I feel proud to work for the University	85	90	-5
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	83	2
Q8-3 I am satisfied with the support I get from my work colleagues	85	87	-2
Q1-8 Research staff are valued as part of the University community	83	87	-4
Q10-6 I am aware of the services the University provides to support my well-being	83	75	8
Q6-1 Have you had an individual Performance and Development Review (P&DR) or probation review in the last 12 months?	82	82	0
Q7-2 I have the information I need to do my job well	81	82	-1
Q12-1 I intend to stay working for the University for at least the next three years	81		
Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	79	67	12
Q8-2 I am satisfied with the support I get from my immediate manager	78	79	-1

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Improvements: 31
No change: 7
Deteriorations: 42

Question	Total number of responses: 2019 358	2017 384	Per Diff +/-
	2019 %	2017 %	
Q1-2 I feel part of the University	77	81	-4
Q5-3 My immediate line manager keeps me informed about things I should know about	77	75	2
Q9-5d I feel the University acts fairly with regard to training and development	77	81	-4
Q1-4 I feel valued by the people I work with	76	76	0
Q5-1 My immediate line manager gives me recognition for work done well	76	72	4
Q7-3 I am well informed about what is happening in the team/section I work in	76	73	3
Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination	76	74	2
Q1-10 Overall, I am satisfied with my job	75	78	-3
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)?	75	55	20
Q9-4 I believe the University is committed to equality of opportunity for all of its staff	75	77	-2
Q1-3 I feel part of my School/PS Directorate/cultural institution	74	78	-4
Q2-9 Would you recommend the University to a friend as a place to study?	74		
Q5-4 My immediate line manager communicates effectively with me and my team	74	72	2
Q9-5a I feel the University acts fairly with regard to recruitment	74	76	-2
Q5-2 My immediate line manager provides me with feedback about my performance	73	69	4
Q6-7 I am satisfied with my current level of learning and development	73	75	-2
Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	73	76	-3
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	73	74	-1
Q1-7 Teaching staff are valued as part of the University community	71	70	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)	71	50	21
Q5-5 My immediate line manager involves me in decisions that affect me or my area of work	70	65	5
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)	70	70	0
Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	70	65	5
Q1-9 Professional services staff are valued as part of the University community	68	71	-3
Q2-8 Would you recommend the University to a friend as a place to work?	68	83	-15
Q8-7 Relationships at work are not strained	68	66	2
Q5-8 My immediate line manager helps me develop in my role	67		
Q7-6 Overall, I feel the University offers a good pay and benefits package	66	70	-4
Q5-7 My immediate line manager deals with poor performance effectively	65	63	2
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)	64	59	5
Q4-2 My local School or Department or Division is managed well	63		
Q5-6 My immediate line manager helps me find a good work-life balance	63	62	1
Q8-4 Communications between teams/sections are effective	63	54	9
Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed	62	77	-15

Area of Work: Alliance Manchester Business School

75% or higher = Strength
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No change: 7
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Question	Total number of responses: 2019	358 2017	384 Per Diff +/-
	2019 %	2017 %	Per Diff +/-
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)	62	65	-3
Q11-4 Generally, I have seen some positive changes in the last 12 months	61	49	12
Q1-5 I feel I have a good work life balance	60	60	0
Q8-8 I am able to take regular breaks on most days	60	61	-1
Q7-4 I feel fairly paid for the work I do	59	61	-2
Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well	56		
Q7-5 My job security at the University is good	56	69	-13
Q8-6 I am able to handle all the conflicting demands on my time at work	56	58	-2
Q10-7 Do you know how to report accidents and incidents?	56	52	4
Q3-1 The President's Senior Leadership Team manage and lead the University well	55	75	-20
Q12-2 I am confident results of the staff survey will be acted upon	53		
Q2-6 On the whole, communication in the University is effective	52	59	-7
Q11-5 Generally, I believe positive action will be taken as a result of this survey	52	57	-5
Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues	51	68	-17
Q9-5b I feel the University acts fairly with regard to career progression/promotion	50	55	-5
Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	49	52	-3
Q12-3 I have seen improvements since the last survey	49		
Q3-3 The President's Senior Leadership Team support new ideas for improving services	46	65	-19
Q2-7 There are effective channels for me to feed my views upwards in the University	45	43	2
Q12-5 I feel my views are listened to	44		
Q12-6 I have had the opportunity to contribute to action planning activities	41		
Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate	40	45	-5
Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff	38	49	-11
Q11-1 Generally, change within the University is managed well	32	44	-12
Q12-4 I have taken part in discussions within my School/ Directorate/Department/cultural institution about our staff survey results	29		
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	27	29	-2
Q6-10 In the past 12 months, have you received any work-related mentoring?	20		
Q6-11 In the past 12 months, have you received any work-related coaching?	15		
Q11-3 Generally, more could not be done to help staff prepare for and cope with change	11	14	-3
Q8-9 I never feel stressed at work	6	6	0

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

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

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

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

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

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

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

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

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

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

The RAG report is designed to aid local action planning by understanding whether a group has particular areas of strength and improvement of their own.

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

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

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

The table below shows the 'combined positive' i.e. the percentage of respondents answering 'Agree' and 'Tend to Agree' (or 'Yes') to positively worded questions or 'Disagree' and 'Tend to Disagree' (or 'No') to negatively worded questions, unless otherwise stated in the question text.

Responses to negatively phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively worded questions / statements. e.g. Q8-7 Relationships at work are not strained, the percentage stated represents the respondents who said 'Tend to Disagree' and 'Disagree' to the question Q8-7 Relationships at work are strained (i.e. gave the positive response).

The data is categorised by The University of Manchester 2019, 2017, and the difference between the results, then by Faculty and by area of work. The coloured cells indicate a difference to the overall organisation score.

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

				Total Reds	22	6
				Total Ambers	26	28
				Total Greens	0	0
	Total number of respondents	**7424**	**7658**		**1345**	358
	Question	**The University of Manchester 2019**	**The University of Manchester 2017**	**+/- Difference**	**Faculty of Humanities**	Alliance Manchester Business School
		%	**%**	**%**	**%**	%
1: Job Satisfaction	Q1-1 The University is a good place to work	92	93	-1	85	86
	Q1-2 I feel part of the University	81	82	-1	76	77
	Q1-3 I feel part of my School/PS Directorate/cultural institution	77	79	-2	76	74
	Q1-4 I feel valued by the people I work with	81	81	0	77	76
	Q1-5 I feel I have a good work life balance	70	70	0	54	60
	Q1-6 I am interested in the University; to me it's not just a job	87	87	0	89	88
	Q1-7 Teaching staff are valued as part of the University community	81	83	-2	65	71
	Q1-8 Research staff are valued as part of the University community	87	88	-1	82	83
	Q1-9 Professional services staff are valued as part of the University community	70	72	-2	66	68
	Q1-10 Overall, I am satisfied with my job	80	81	-1	72	75
2: University Goals and Values	Q2-1 I understand what the core goals of the University are	87	90	-3	87	89
	Q2-2 I agree with the University Core Goal to support world-leading research	97	97	0	95	95
	Q2-3 I agree with the University Core Goal to deliver outstanding teaching, learning and student experience	98	98	0	96	96
	Q2-4 I agree with the University Core Goal to make a positive contribution to society	97	97	0	96	97
	Q2-5 I feel proud to work for the University	89	91	-2	81	85
	Q2-6 On the whole, communication in the University is effective	56	62	-6	43	52
	Q2-7 There are effective channels for me to feed my views upwards in the University	51	54	-3	37	45
	Q2-8 Would you recommend the University to a friend as a place to work?	76	78	-2	64	68
	Q2-9 Would you recommend the University to a friend as a place to study?	79			75	74

Total Reds	22	6
Total Ambers	26	28
Total Greens	0	0

		Total number of respondents	**7424**	**7658**		**1345**	358
	Question		**The University of Manchester 2019**	**The University of Manchester 2017**	**+/- Difference**	**Faculty of Humanities**	Alliance Manchester Business School
			%	**%**	**%**	**%**	%
3: Senior Leadership	Q3-1 The President's Senior Leadership Team manage and lead the University well		59	65	-6	45	55
	Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed		63	71	-8	54	62
	Q3-3 The President's Senior Leadership Team support new ideas for improving services		50	54	-4	40	46
	Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff		42	47	-5	28	38
	Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues		56	63	-7	40	51
4: Faculty/ School/ Directorate/ Divisional/ Cultural Institution Senior Management	Q4-1 My Faculty or Professional Service Directorate or cultural institution is managed well		61			51	56
	Q4-2 My local School or Department or Division is managed well		70			68	63
5: My Manager	Q5-1 My immediate line manager gives me recognition for work done well		80	78	2	75	76
	Q5-2 My immediate line manager provides me with feedback about my performance		76	76	0	72	73
	Q5-3 My immediate line manager keeps me informed about things I should know about		80	79	1	79	77
	Q5-4 My immediate line manager communicates effectively with me and my team		77	76	1	74	74
	Q5-5 My immediate line manager involves me in decisions that affect me or my area of work		75	74	1	70	70
	Q5-6 My immediate line manager helps me find a good work-life balance		72	70	2	61	63
	Q5-7 My immediate line manager deals with poor performance effectively		68	67	1	64	65
	Q5-8 My immediate line manager helps me develop in my role		73			67	67

Total Reds	22	6
Total Ambers	26	28
Total Greens	0	0

	Total number of respondents	**7424**	**7658**		**1345**	358
	Question	**The University of Manchester 2019**	**The University of Manchester 2017**	**+/- Difference**	**Faculty of Humanities**	Alliance Manchester Business School
		%	%	%	%	%
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	82
	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	89
	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	82	85
	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	71
	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	59	64
	Q6-6 Overall, my P&DR/probation review was useful (Based on people who had an individual Performance and Development Review (P&DR) or probation review in the last 12 months – from Q6-1)	74	76	-2	68	70
	Q6-7 I am satisfied with my current level of learning and development	75	78	-3	73	73
	Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively	74	76	-2	70	73
	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	75	75
	Q6-10 In the past 12 months, have you received any work-related mentoring?	23			25	20
	Q6-11 In the past 12 months, have you received any work-related coaching?	17			12	15
7: My Role	Q7-1a I have a clear understanding about my role within the University	90	91	-1	90	91
	Q7-1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	86	87
	Q7-1c I have a clear understanding about expected standards of performance	90	91	-1	86	86
	Q7-1d I have a clear understanding about expected standards of behaviour	95	96	-1	93	91
	Q7-2 I have the information I need to do my job well	83	84	-1	80	81
	Q7-3 I am well informed about what is happening in the team/section I work in	77	77	0	75	76
	Q7-4 I feel fairly paid for the work I do	67	67	0	61	59
	Q7-5 My job security at the University is good	62	70	-8	52	56
	Q7-6 Overall, I feel the University offers a good pay and benefits package	75	78	-3	65	66

Total Reds	22	6
Total Ambers	26	28
Total Greens	0	0

	Total number of respondents	**7424**	**7658**		**1345**	358	
	Question	**The University of Manchester 2019**	**The University of Manchester 2017**	**+/- Difference**	**Faculty of Humanities**	Alliance Manchester Business School	
		%	**%**	**%**	**%**	%	
8: My Work Experience	Q8-1 I can decide on my own how to go about doing my work	93	92	1	90	90	
	Q8-2 I am satisfied with the support I get from my immediate manager	81	82	-1	77	78	
	Q8-3 I am satisfied with the support I get from my work colleagues	89	89	0	87	85	
	Q8-4 Communications between teams/sections are effective	63	64	-1	60	63	
	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	28	27	
	Q8-6 I am able to handle all the conflicting demands on my time at work	64	64	0	56	56	
	Q8-7 Relationships at work are not strained	74	74	0	70	68	
	Q8-8 I am able to take regular breaks on most days	67	67	0	58	60	
	Q8-9 I never feel stressed at work	8	9	-1	4	6	
	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	58	62	
9: Dignity at Work	Q9-1 Are you aware of the University's Dignity at Work and Study Policy?	74	71	3	74	70	
	Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?	85	78	7	82	79	
	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	83	76	
	Q9-4 I believe the University is committed to equality of opportunity for all of its staff	83	87	-4	73	75	
	Q9-5a I feel the University acts fairly with regard to recruitment	81	82	-1	74	74	
	Q9-5b I feel the University acts fairly with regard to career progression/promotion	60	62	-2	49	50	
	Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance	58	60	-2	53	49	
	Q9-5d I feel the University acts fairly with regard to training and development	80	83	-3	74	77	
	Q9-6 I am not currently being harassed or bullied at work	95	95	0	94	94	
	Q9-11 I have not felt discriminated against at work in the last 12 months	91	91	0	87	89	
10: Physical Environment	Q10-1 I feel safe and secure at the University	94	95	-1	90	90	
	Q10-2 I have a comfortable work space (including temperature, lighting, etc.)	78	79	-1	79	73	
	Q10-3 I have a place I can go for a break at work	83	81	2	75	88	
	Q10-4 Facilities for teaching students are good	88	86	2	82	92	
	Q10-5 Facilities for research are good	91	91	0	86	89	
	Q10-6 I am aware of the services the University provides to support my well-being	85	82	3	82	83	
	Q10-7 Do you know how to report accidents and incidents?	75	73	2	59	56	

Total Reds	22	6
Total Ambers	26	28
Total Greens	0	0

		Total number of respondents	**7424**	**7658**		**1345**	358
	Question		**The University of Manchester 2019**	**The University of Manchester 2017**	**+/- Difference**	**Faculty of Humanities**	Alliance Manchester Business School
			%	**%**	**%**	**%**	%
11: Managing Change	Q11-1 Generally, change within the University is managed well		48	54	-6	31	32
	Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate		53	56	-3	40	40
	Q11-3 Generally, more could not be done to help staff prepare for and cope with change		17	20	-3	14	11
	Q11-4 Generally, I have seen some positive changes in the last 12 months		53	56	-3	44	61
	Q11-5 Generally, I believe positive action will be taken as a result of this survey		55	59	-4	40	52
12: Acting upon the Survey	Q12-1 I intend to stay working for the University for at least the next three years		81			78	81
	Q12-2 I am confident results of the staff survey will be acted upon		56			42	53
	Q12-3 I have seen improvements since the last survey		45			34	49
	Q12-4 I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results		36			29	29
	Q12-5 I feel my views are listened to		51			41	44
	Q12-6 I have had the opportunity to contribute to action planning activities		45			37	41

Part C: Area of Work Results in Frequency Data Format

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

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

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

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

Where data is available (i.e. the same question was asked in 2017), staff survey responses for the previous year are provided for comparison. Not all questions in the 2019 Survey were asked in 2017.

Area of Work: Alliance Manchester Business School

Question Block 1: Job Satisfaction

		2019		2017	
Q1-1	***The University is a good place to work***				
	Agree	194	54%	202	53%
	Tend to Agree	114	32%	138	36%
	Tend to Disagree	32	9%	31	8%
	Disagree	17	5%	9	2%
	Total:	**357**		**380**	
Q1-2	***I feel part of the University***				
	Agree	140	39%	154	41%
	Tend to Agree	135	38%	152	40%
	Tend to Disagree	58	16%	53	14%
	Disagree	24	7%	21	6%
	Total:	**357**		**380**	
Q1-3	***I feel part of my School/PS Directorate/cultural institution***				
	Agree	145	41%	143	38%
	Tend to Agree	121	34%	155	41%
	Tend to Disagree	67	19%	53	14%
	Disagree	25	7%	30	8%
	Total:	**358**		**381**	
Q1-4	***I feel valued by the people I work with***				
	Agree	146	41%	143	38%
	Tend to Agree	125	35%	146	38%
	Tend to Disagree	60	17%	59	16%
	Disagree	25	7%	32	8%
	Total:	**356**		**380**	
Q1-5	***I feel I have a good work life balance***				
	Agree	103	29%	114	30%
	Tend to Agree	112	31%	113	30%
	Tend to Disagree	74	21%	84	22%
	Disagree	68	19%	67	18%
	Total:	**357**		**378**	
Q1-6	***I'm not interested in the University; to me it's just a job***				
	Agree	13	4%	15	4%
	Tend to Agree	29	8%	32	8%
	Tend to Disagree	101	29%	116	31%
	Disagree	209	59%	216	57%
	Total:	**352**		**379**	
Q1-7	***Teaching staff are valued as part of the University community***				
	Agree	112	32%	95	26%
	Tend to Agree	138	39%	165	44%
	Tend to Disagree	59	17%	63	17%
	Disagree	42	12%	48	13%
	Total:	**351**		**371**	

Area of Work: Alliance Manchester Business School

Question Block 1: Job Satisfaction

Q1-8 Research staff are valued as part of the University community

		2019		2017	
Agree		145	41%	176	47%
Tend to Agree		145	41%	149	40%
Tend to Disagree		30	9%	35	9%
Disagree		30	9%	13	3%
	Total:	**350**		**373**	

Q1-9 Professional services staff are valued as part of the University community

Agree		83	24%	98	26%
Tend to Agree		156	44%	168	45%
Tend to Disagree		87	25%	76	20%
Disagree		26	7%	35	9%
	Total:	**352**		**377**	

Q1-10 Overall, I am satisfied with my job

Agree		120	34%	122	32%
Tend to Agree		146	41%	173	46%
Tend to Disagree		68	19%	53	14%
Disagree		22	6%	30	8%
	Total:	**356**		**378**	

Area of Work: Alliance Manchester Business School

Question Block 2: University Goals and Values

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

		2019		2017	
Agree		165	46%	197	52%
Tend to Agree		150	42%	149	39%
Tend to Disagree		31	9%	22	6%
Disagree		9	3%	13	3%
	Total:	**355**		**381**	

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

		2019		2017	
Agree		228	64%	267	70%
Tend to Agree		107	30%	101	27%
Tend to Disagree		13	4%	9	2%
Disagree		6	2%	3	1%
	Total:	**354**		**380**	

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

		2019		2017	
Agree		256	72%	289	76%
Tend to Agree		84	24%	83	22%
Tend to Disagree		10	3%	6	2%
Disagree		4	1%	1	0%
	Total:	**354**		**379**	

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

		2019		2017	
Agree		262	74%	291	77%
Tend to Agree		84	24%	82	22%
Tend to Disagree		4	1%	7	2%
Disagree		5	1%	0	0%
	Total:	**355**		**380**	

Q2-5 I feel proud to work for the University

		2019		2017	
Agree		182	52%	208	55%
Tend to Agree		118	34%	133	35%
Tend to Disagree		35	10%	30	8%
Disagree		16	5%	9	2%
	Total:	**351**		**380**	

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

		2019		2017	
Agree		52	15%	64	17%
Tend to Agree		134	38%	157	42%
Tend to Disagree		105	29%	98	26%
Disagree		65	18%	57	15%
	Total:	**356**		**376**	

Area of Work: Alliance Manchester Business School

Question Block 2: University Goals and Values

Q2-7 There are effective channels for me to feed my views upwards in the University

		2019		2017	
Agree		42	12%	40	11%
Tend to Agree		118	33%	124	33%
Tend to Disagree		111	31%	113	30%
Disagree		85	24%	101	27%
	Total:	**356**		**378**	

Q2-8 Would you recommend the University to a friend as a place to work?

Yes		245	68%	272	83%
No		69	19%	56	17%
Don't Know		44	12%	0	0%
	Total:	**358**		**328**	

Q2-9 Would you recommend the University to a friend as a place to study?

Yes		265	74%
No		43	12%
Don't Know		50	14%
	Total:	**358**	

Area of Work: Alliance Manchester Business School

Question Block 3: Senior Leadership

Q3-1 The President's Senior Leadership Team manage and lead the University well

		2019		2017	
Agree		60	17%	83	26%
Tend to Agree		138	39%	154	49%
Tend to Disagree		60	17%	37	12%
Disagree		63	18%	42	13%
Don't Know		36	10%	0	0%
	Total:	**357**		**316**	

Q3-2 The President's Senior Leadership Team set out a clear vision of where the organisation is headed

		2019		2017	
Agree		65	18%	97	29%
Tend to Agree		154	43%	165	49%
Tend to Disagree		71	20%	42	12%
Disagree		43	12%	36	11%
Don't Know		23	6%	0	0%
	Total:	**356**		**340**	

Q3-3 The President's Senior Leadership Team support new ideas for improving services

		2019		2017	
Agree		50	14%	54	19%
Tend to Agree		114	32%	130	46%
Tend to Disagree		91	26%	57	20%
Disagree		49	14%	43	15%
Don't Know		51	14%	0	0%
	Total:	**355**		**284**	

Q3-4 The President's Senior Leadership Team listen to and respond to the views of staff

		2019		2017	
Agree		33	9%	40	13%
Tend to Agree		100	28%	113	36%
Tend to Disagree		97	27%	76	24%
Disagree		89	25%	82	26%
Don't Know		35	10%	0	0%
	Total:	**354**		**311**	

Q3-5 The President's Senior Leadership Team communicate well and keep staff informed on important issues

		2019		2017	
Agree		46	13%	70	20%
Tend to Agree		136	38%	162	47%
Tend to Disagree		79	22%	56	16%
Disagree		72	20%	55	16%
Don't Know		23	6%	0	0%
	Total:	**356**		**343**	

Area of Work: Alliance Manchester Business School

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

		2019	2017
Agree		69	19%
Tend to Agree		131	37%
Tend to Disagree		70	20%
Disagree		57	16%
Don't Know		28	8%
	Total:	**355**	

Q4-2 My local School or Department or Division is managed well

Agree		103	29%
Tend to Agree		122	34%
Tend to Disagree		65	18%
Disagree		55	15%
Don't Know		12	3%
	Total:	**357**	

Area of Work: Alliance Manchester Business School

Question Block 5: My Manager

Q5-1 My immediate line manager gives me recognition for work done well

		2019		2017	
Agree		173	48%	167	44%
Tend to Agree		100	28%	105	28%
Tend to Disagree		52	15%	55	15%
Disagree		32	9%	51	13%
	Total:	**357**		**378**	

Q5-2 My immediate line manager provides me with feedback about my performance

		2019		2017	
Agree		157	44%	154	41%
Tend to Agree		106	30%	105	28%
Tend to Disagree		66	18%	76	20%
Disagree		29	8%	42	11%
	Total:	**358**		**377**	

Q5-3 My immediate line manager keeps me informed about things I should know about

		2019		2017	
Agree		167	47%	154	41%
Tend to Agree		107	30%	131	34%
Tend to Disagree		56	16%	59	16%
Disagree		28	8%	36	9%
	Total:	**358**		**380**	

Q5-4 My immediate line manager communicates effectively with me and my team

		2019		2017	
Agree		160	45%	135	36%
Tend to Agree		104	29%	136	36%
Tend to Disagree		60	17%	68	18%
Disagree		33	9%	40	11%
	Total:	**357**		**379**	

Q5-5 My immediate line manager involves me in decisions that affect me or my area of work

		2019		2017	
Agree		150	42%	141	37%
Tend to Agree		100	28%	106	28%
Tend to Disagree		70	20%	73	19%
Disagree		37	10%	58	15%
	Total:	**357**		**378**	

Q5-6 My immediate line manager helps me find a good work-life balance

		2019		2017	
Agree		126	35%	121	33%
Tend to Agree		99	28%	110	30%
Tend to Disagree		83	23%	78	21%
Disagree		47	13%	62	17%
	Total:	**355**		**371**	

Q5-7 My immediate line manager deals with poor performance effectively

		2019		2017	
Agree		118	33%	112	31%
Tend to Agree		113	32%	118	32%
Tend to Disagree		75	21%	80	22%
Disagree		47	13%	56	15%
	Total:	**353**		**366**	

Area of Work: Alliance Manchester Business School

Question Block 5: My Manager

Q5-8 My immediate line manager helps me develop in my role

		2019	2017
Agree		143	40%
Tend to Agree		95	27%
Tend to Disagree		71	20%
Disagree		46	13%
	Total:	**355**	

Area of Work: Alliance Manchester Business School

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?

		2019		2017	
Yes		294	82%	315	82%
No		63	18%	68	18%
	Total:	**357**		**383**	

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)

Yes		260	89%	273	87%
No		32	11%	40	13%
	Total:	**292**		**313**	

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)

Yes		249	85%	258	83%
No		43	15%	54	17%
	Total:	**292**		**312**	

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)

Yes		175	71%	126	50%
No		14	6%	37	15%
Too Early To Say		59	24%	87	35%
	Total:	**248**		**250**	

Compared to the 2017 question 'Have you received the training, learning and development identified?'

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)

Yes		159	64%	147	59%
No		52	21%	41	16%
Too Early To Say		36	15%	62	25%
	Total:	**247**		**250**	

Compared to the 2017 question 'Has your line manager supported you in accessing the training, learning and development identified?'

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)

Agree		112	38%	91	29%
Tend to Agree		92	31%	126	40%
Tend to Disagree		56	19%	53	17%
Disagree		33	11%	42	13%
	Total:	**293**		**312**	

Area of Work: Alliance Manchester Business School

Question Block 6: Performance and Personal Development

Q6-7 I am satisfied with my current level of learning and development

		2019		2017	
Agree		125	35%	128	34%
Tend to Agree		135	38%	158	42%
Tend to Disagree		68	19%	67	18%
Disagree		28	8%	27	7%
	Total:	**356**		**380**	

Q6-8 Overall, I feel there are sufficient learning and development opportunities available to me to do my job more effectively

		2019		2017	
Agree		129	36%	119	32%
Tend to Agree		131	37%	169	45%
Tend to Disagree		72	20%	61	16%
Disagree		26	7%	28	7%
	Total:	**358**		**377**	

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)?

		2019		2017	
Yes		268	75%	212	55%
No		89	25%	171	45%
	Total:	**357**		**383**	

Q6-10 In the past 12 months, have you received any work-related mentoring?

		2019	
Yes		72	20%
No		286	80%
	Total:	**358**	

Q6-11 In the past 12 months, have you received any work-related coaching?

		2019	
Yes		53	15%
No		303	85%
	Total:	**356**	

Area of Work: Alliance Manchester Business School

Question Block 7: My Role

		2019		2017	
Q7-1a I have a clear understanding about my role within the University					
Agree		213	59%	225	59%
Tend to Agree		114	32%	121	32%
Tend to Disagree		21	6%	25	7%
Disagree		10	3%	13	3%
	Total:	**358**		**384**	
Q7-1b I have a clear understanding about what I am expected to achieve in my job					
Agree		204	57%	217	57%
Tend to Agree		108	30%	105	27%
Tend to Disagree		31	9%	44	11%
Disagree		15	4%	18	5%
	Total:	**358**		**384**	
Q7-1c I have a clear understanding about expected standards of performance					
Agree		209	58%	215	56%
Tend to Agree		99	28%	113	30%
Tend to Disagree		37	10%	35	9%
Disagree		13	4%	19	5%
	Total:	**358**		**382**	
Q7-1d I have a clear understanding about expected standards of behaviour					
Agree		235	66%	246	64%
Tend to Agree		91	25%	112	29%
Tend to Disagree		23	6%	17	4%
Disagree		9	3%	7	2%
	Total:	**358**		**382**	
Q7-2 I have the information I need to do my job well					
Agree		147	41%	147	39%
Tend to Agree		142	40%	163	43%
Tend to Disagree		53	15%	49	13%
Disagree		13	4%	18	5%
	Total:	**355**		**377**	
Q7-3 I am well informed about what is happening in the team/section I work in					
Agree		138	39%	142	38%
Tend to Agree		133	37%	134	35%
Tend to Disagree		52	15%	72	19%
Disagree		33	9%	30	8%
	Total:	**356**		**378**	
Q7-4 I feel fairly paid for the work I do					
Agree		106	30%	107	29%
Tend to Agree		104	29%	122	33%
Tend to Disagree		81	23%	70	19%
Disagree		65	18%	75	20%
	Total:	**356**		**374**	

Area of Work: Alliance Manchester Business School

Question Block 7: My Role

Q7-5 My job security at the University is good

		2019		2017	
Agree		98	27%	117	31%
Tend to Agree		103	29%	142	38%
Tend to Disagree		74	21%	51	14%
Disagree		82	23%	64	17%
	Total:	**357**		**374**	

Q7-6 Overall, I feel the University offers a good pay and benefits package

Agree		104	29%	125	33%
Tend to Agree		132	37%	138	37%
Tend to Disagree		80	22%	67	18%
Disagree		41	11%	45	12%
	Total:	**357**		**375**	

Area of Work: Alliance Manchester Business School

Question Block 8: My Work Experience

Q8-1 I can decide on my own how to go about doing my work

		2019		2017	
Agree		200	56%	207	54%
Tend to Agree		122	34%	133	35%
Tend to Disagree		23	6%	28	7%
Disagree		13	4%	14	4%
	Total:	**358**		**382**	

Q8-2 I am satisfied with the support I get from my immediate manager

		2019		2017	
Agree		183	51%	164	43%
Tend to Agree		94	26%	134	35%
Tend to Disagree		49	14%	50	13%
Disagree		31	9%	31	8%
	Total:	**357**		**379**	

Q8-3 I am satisfied with the support I get from my work colleagues

		2019		2017	
Agree		173	49%	167	44%
Tend to Agree		131	37%	161	42%
Tend to Disagree		35	10%	36	9%
Disagree		17	5%	15	4%
	Total:	**356**		**379**	

Q8-4 Communications between teams/sections are effective

		2019		2017	
Agree		74	21%	60	16%
Tend to Agree		150	42%	144	38%
Tend to Disagree		91	26%	125	33%
Disagree		39	11%	46	12%
	Total:	**354**		**375**	

Q8-5 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

		2019		2017	
Agree		166	46%	180	47%
Tend to Agree		94	26%	91	24%
Tend to Disagree		69	19%	82	22%
Disagree		29	8%	27	7%
	Total:	**358**		**380**	

Q8-6 I am unable to handle all the conflicting demands on my time at work

		2019		2017	
Agree		67	19%	58	15%
Tend to Agree		88	25%	102	27%
Tend to Disagree		134	38%	149	39%
Disagree		67	19%	71	19%
	Total:	**356**		**380**	

Area of Work: Alliance Manchester Business School

Question Block 8: My Work Experience

		2019		2017	
Q8-7	***Relationships at work are strained***				
	Agree	44	12%	44	12%
	Tend to Agree	70	20%	83	22%
	Tend to Disagree	124	35%	131	35%
	Disagree	117	33%	115	31%
	Total:	**355**		**373**	
Q8-8	***I am able to take regular breaks on most days***				
	Agree	85	24%	80	21%
	Tend to Agree	128	36%	150	39%
	Tend to Disagree	77	22%	70	18%
	Disagree	66	19%	80	21%
	Total:	**356**		**380**	
Q8-9	***I feel stressed at work***				
	Always	30	8%	30	8%
	Frequently	115	32%	111	29%
	Occasionally	191	53%	219	57%
	Never	22	6%	22	6%
	Total:	**358**		**382**	
Q8-10	***Has your stress had an impact on your ability to cope with the work demands placed on you? (Based on people feeling stressed at work 'Always', 'Frequently' or 'Occasionally' – from Q8-9)***				
	Yes	128	38%	124	35%
	No	208	62%	235	65%
	Total:	**336**		**359**	

Area of Work: Alliance Manchester Business School

Question Block 9: Dignity at Work

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

		2019		2017	
Yes		251	70%	247	65%
No		106	30%	135	35%
	Total:	**357**		**382**	

Q9-2 Are you aware of the zero tolerance to bullying and harassment campaigns ('We Get it', 'Speak Up, Stand Up')?

		2019		2017	
Yes		282	79%	256	67%
No		75	21%	126	33%
	Total:	**357**		**382**	

Q9-3 I am aware of my responsibilities within the University's Dignity at Work and Study Policy on bullying, harassment and discrimination

		2019		2017	
Agree		188	53%	172	46%
Tend to Agree		81	23%	102	28%
Tend to Disagree		57	16%	57	15%
Disagree		28	8%	39	11%
	Total:	**354**		**370**	

Q9-4 I believe the University is committed to equality of opportunity for all of its staff

		2019		2017	
Agree		145	41%	159	43%
Tend to Agree		121	34%	129	35%
Tend to Disagree		57	16%	55	15%
Disagree		34	10%	29	8%
	Total:	**357**		**372**	

Q9-5a I feel the University acts fairly with regard to recruitment

		2019		2017	
Agree		110	31%	138	37%
Tend to Agree		151	43%	147	39%
Tend to Disagree		61	17%	57	15%
Disagree		31	9%	35	9%
	Total:	**353**		**377**	

Q9-5b I feel the University acts fairly with regard to career progression/promotion

		2019		2017	
Agree		56	16%	54	14%
Tend to Agree		119	34%	152	41%
Tend to Disagree		116	33%	94	25%
Disagree		61	17%	75	20%
	Total:	**352**		**375**	

Q9-5c I feel the University acts fairly with regard to rewarding exceptional performance

		2019		2017	
Agree		51	14%	48	13%
Tend to Agree		123	35%	145	39%
Tend to Disagree		109	31%	109	29%
Disagree		69	20%	71	19%
	Total:	**352**		**373**	

Area of Work: Alliance Manchester Business School

Question Block 9: Dignity at Work

		2019		2017	
Q9-5d	***I feel the University acts fairly with regard to training and development***				
	Agree	108	31%	112	30%
	Tend to Agree	165	47%	192	51%
	Tend to Disagree	49	14%	39	10%
	Disagree	31	9%	31	8%
	Total:	**353**		**374**	
Q9-6	***Do you believe you are currently being harassed or bullied at work?***				
	Yes	23	6%	29	8%
	No	335	94%	351	92%
	Total:	**358**		**380**	
Q9-11	***Have you felt discriminated against at work in the last 12 months?***				
	Yes	38	11%	45	12%
	No	320	89%	335	88%
	Total:	**358**		**380**	

Area of Work: Alliance Manchester Business School

Question Block 10: Physical Environment

		2019		2017	
Q10-1 I feel safe and secure at the University					
Agree		195	54%	210	55%
Tend to Agree		126	35%	140	37%
Tend to Disagree		24	7%	23	6%
Disagree		13	4%	9	2%
	Total:	**358**		**382**	
Q10-2 I have a comfortable work space (including temperature, lighting, etc.)					
Agree		158	44%	151	40%
Tend to Agree		104	29%	131	34%
Tend to Disagree		46	13%	60	16%
Disagree		49	14%	38	10%
	Total:	**357**		**380**	
Q10-3 I have a place I can go for a break at work					
Agree		218	62%	166	44%
Tend to Agree		94	27%	113	30%
Tend to Disagree		25	7%	49	13%
Disagree		17	5%	51	13%
	Total:	**354**		**379**	
Q10-4 Facilities for teaching students are good					
Agree		195	56%	73	20%
Tend to Agree		127	36%	159	44%
Tend to Disagree		16	5%	85	23%
Disagree		12	3%	46	13%
	Total:	**350**		**363**	
Q10-5 Facilities for research are good					
Agree		187	55%	91	26%
Tend to Agree		117	34%	195	55%
Tend to Disagree		27	8%	45	13%
Disagree		12	3%	25	7%
	Total:	**343**		**356**	
Q10-6 I am aware of the services the University provides to support my well-being					
Agree		177	50%	130	34%
Tend to Agree		120	34%	153	41%
Tend to Disagree		42	12%	68	18%
Disagree		17	5%	26	7%
	Total:	**356**		**377**	
Q10-7 Do you know how to report accidents and incidents?					
Yes		198	56%	200	52%
No		58	16%	59	15%
Not Sure		100	28%	124	32%
	Total:	**356**		**383**	

Area of Work: Alliance Manchester Business School

Question Block 11: Managing Change

Q11-1 Generally, change within the University is managed well

		2019		2017	
Agree		18	5%	23	6%
Tend to Agree		97	27%	138	37%
Tend to Disagree		136	38%	117	32%
Disagree		103	29%	92	25%
	Total:	**354**		**370**	

Q11-2 Generally, I am consulted about changes that affect my team/School/Directorate

		2019		2017	
Agree		38	11%	45	12%
Tend to Agree		102	29%	122	33%
Tend to Disagree		119	34%	116	31%
Disagree		91	26%	91	24%
	Total:	**350**		**374**	

Q11-3 Generally, more could be done to help staff prepare for and cope with change

		2019		2017	
Agree		161	46%	139	38%
Tend to Agree		151	43%	178	48%
Tend to Disagree		32	9%	41	11%
Disagree		8	2%	10	3%
	Total:	**352**		**368**	

Q11-4 Generally, I have seen some positive changes in the last 12 months

		2019		2017	
Agree		60	17%	54	15%
Tend to Agree		151	43%	121	34%
Tend to Disagree		81	23%	114	32%
Disagree		56	16%	71	20%
	Total:	**348**		**360**	

Q11-5 Generally, I believe positive action will be taken as a result of this survey

		2019		2017	
Agree		47	13%	53	14%
Tend to Agree		135	38%	156	43%
Tend to Disagree		87	25%	77	21%
Disagree		82	23%	80	22%
	Total:	**351**		**366**	

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Question Block 12: Acting upon the Survey

		2019	
Q12-1	***I intend to stay working for the University for at least the next three years***		
	Agree	165	48%
	Tend to Agree	114	33%
	Tend to Disagree	38	11%
	Disagree	29	8%
	Total:	**346**	
Q12-2	***I am confident results of the staff survey will be acted upon***		
	Agree	49	14%
	Tend to Agree	135	39%
	Tend to Disagree	95	27%
	Disagree	69	20%
	Total:	**348**	
Q12-3	***I have seen improvements since the last survey***		
	Agree	42	13%
	Tend to Agree	123	37%
	Tend to Disagree	100	30%
	Disagree	71	21%
	Total:	**336**	
Q12-4	***I have taken part in discussions within my School/Directorate/Department/cultural institution about our staff survey results***		
	Agree	37	11%
	Tend to Agree	60	18%
	Tend to Disagree	83	24%
	Disagree	159	47%
	Total:	**339**	
Q12-5	***I feel my views are listened to***		
	Agree	32	9%
	Tend to Agree	118	34%
	Tend to Disagree	107	31%
	Disagree	87	25%
	Total:	**344**	
Q12-6	***I have had the opportunity to contribute to action planning activities***		
	Agree	46	13%
	Tend to Agree	94	27%
	Tend to Disagree	99	29%
	Disagree	104	30%
	Total:	**343**	

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Question Block 13: Comments

Q13-1 Please note below the main thing that you feel could be improved at the University: What theme would you say your comment is related to?

	2019	
Pay & Benefits	18	8%
Job Security	14	6%
Job Satisfaction	9	4%
Communication	16	7%
Relationships/Co-operation	10	5%
Feeling Valued/Supported	18	8%
Training, Development & Progression	18	8%
Facilities/Environment	7	3%
Role & Responsibilities	13	6%
Management - Immediate/Local	17	8%
Senior Leadership	41	19%
Equality, Diversity and Inclusion	10	5%
Other	25	12%
Total:	**216**	

Q13-2 Please note below the main thing that you think is good about working for the University: What theme would you say your comment is related to?

Pay & Benefits	23	12%
Job Security	5	3%
Job Satisfaction	39	20%
Relationships/Co-operation	31	16%
Feeling Valued/Supported	13	7%
Training, Development & Progression	7	4%
Facilities/Environment	23	12%
Role & Responsibilities	6	3%
Management - Immediate/Local	4	2%
Senior Leadership	8	4%
Equality, Diversity and Inclusion	6	3%
Other	28	15%
Total:	**193**	