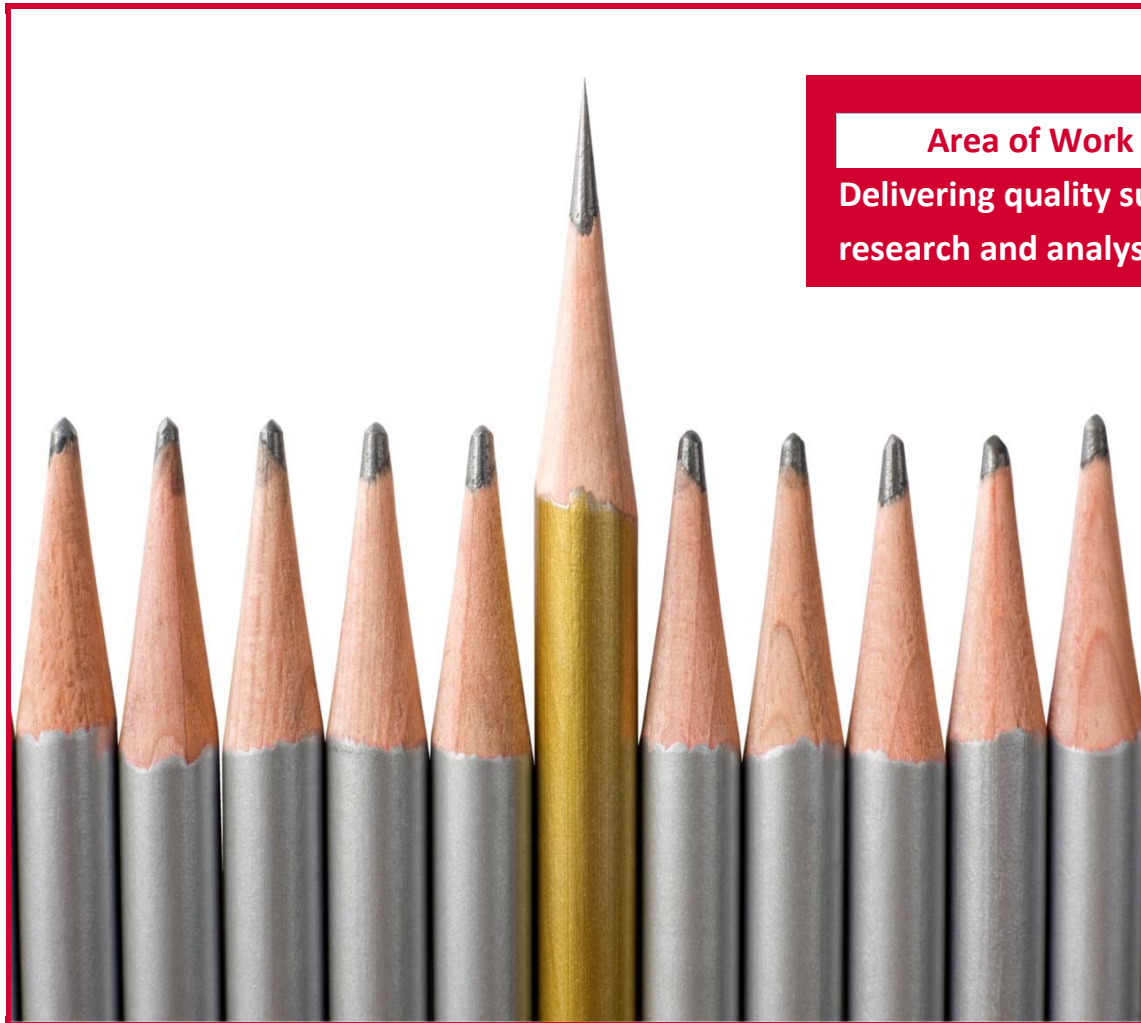


## University of Reading



### Area of Work Report

Delivering quality survey,  
research and analysis solutions.

## Estates & Facilities

Employee Survey 2017

Project Number: 8046

May 2017



Delivering outstanding survey  
and research services  
CAPITA SURVEYS AND RESEARCH

## 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](http://www.capitasurveys.co.uk)

## Contents

|   |    |
|---|----|
| Background  | 4  |
| Part A - Most positive perceptions  | 6  |
| Part B - Least positive perceptions   | 7  |
| Understanding strength analysis   | 8  |
| Part C - Identifying areas of strength and opportunities and comparison with the University score | 9  |
| Part D - Frequency Charts   | 16 |
| Part E - Comment themes   | 43 |
| Part F - Survey Results Ranked By Degree of Importance to Respondents                             | 44 |
| Part G - Internal benchmarking  | 49 |
| Part H - Appendix - User Guide  | 62 |

---

## University of Reading - Estates & Facilities

### Background

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

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

The survey was distributed on 7<sup>th</sup> March 2017 with a closure date of 7<sup>th</sup> April 2017. Capita Surveys and Research processed and validated 2,673 completed survey questionnaires from University of Reading employees; this gives a response rate of 64% based on the 4,197 employees invited to participate (includes the 414 sessional staff). When sessional staff are excluded 2,597 survey questionnaires were completed and returned; this gives a response rate of 69%; based on 3,783 staff invited to participate.

### Response Rate

The selected area of work achieved a response rate of 41% i.e. 233 of the 565 employees in Estates & Facilities responded to the survey.

### Presentation of results

This report presents a summary of the results for Estates & Facilities and referred to as the area of work (AOW) throughout this report.

### Part A: Most positive perceptions

This part of the report displays the most positive perceptions for the selected area of work which can be identified as areas of strength.

### Part B: Least positive perceptions

This part of the report displays the least positive perceptions for the selected area of work which can be identified as areas for improvement.

### Parts C: Identifying areas of strength and opportunities for improvement and comparison with the University score

This part of the report displays all primary questions in the survey compared to the results for the University as a whole, but excludes most of the sub set or secondary questions<sup>1</sup> to ensure anonymity is maintained. The area of work question results are presented in a descending ranked order within each section they appear in the questionnaire i.e. the most positive responses appear at the top of the section in list format. All results are colour coded to help to identify areas of strength or opportunities for improvement.

### Part D: Frequency Charts report for the selected area of work

This format provides the percentage of respondents who selected each response option for each question presented in a stacked bar chart. Please note some sub-set questions (filtered questions)<sup>1</sup> and the background details of respondents are not included to ensure anonymity is maintained.

---

<sup>1</sup> except those within 'Section F, Performance Development Review (PDR)', 'Section I: Culture and Values' and question M12 due to the high number of staff that have responded to these questions.

**Part E: Comment Themes for the selected area of work**

This section of the report includes a count of the themes relating to the comments made by the area of work's staff in relation to *'One thing you feel could be improved at the University of Reading'* and *'One thing you think is good about working for the University of Reading'*. It should be noted these are a count of the number of times a theme is selected rather than a percentage.

**Part F: Survey Results Ranked By Degree of Importance to Respondents for selected area of work**

This section provides a list of all agree / disagree type questions from the survey, ranked according to values assigned to each question (see Appendix – User Guide for more information) , with those generating the least positive values at the beginning of the list, to those generating the most positive values at the end of the list.

It should be noted that only questions that have the range of Agree to Disagree responses are included in this list e.g. those questions with 'Yes' / 'No' / 'Don't know' responses are not included.

**Part G: Internal benchmarking**

This section provides an overview of the survey results for the selected area of work as a whole and by any associated teams / departments. The University of Reading as a whole is shown for reference. All results are colour coded to help to identify areas of strength or opportunities for improvement.

**Part H: Appendix - User Guide**

This section describes the types of questions that were included and highlights any important information that the reader should be aware of.

## Part A - Most positive perceptions for Estates & Facilities

This part of the report displays the most positive perceptions for the area of work which can be identified as areas of strength.

The top 15 most positive perceptions are shown below. The full list can be seen in Part C. Depending on the results there may be more than 15 questions / statements in the list as some questions / statements have the same positive percentage.

The combined positive score is used in this analysis i.e. agree and tend to agree responses. Questions or statements with a combined positive score of 75 or above are considered areas of strength.

Where questions are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. The questions/statements are marked with an asterisk (\*) and the text has been reworded to ensure ease of understanding.

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said no to this question i.e. the positive perception.

The text has therefore been reworded to *'I'm not currently being harassed or bullied at work\*'*

| Most positive perceptions from the area of work |   | Total number of responses: | 233 |
|---|---|----------------------------|-----|
| Question  |   | AOW                        | %   |
| D1d   | I have a clear understanding about expected standards of behaviour  | 98                         |     |
| D1a   | I have a clear understanding about my role within the University of Reading   | 97                         |     |
| I12   | Would you recommend the University of Reading to a friend as a place to study?  | 97                         |     |
| O6e   | The University of Reading respects people equally regardless of their sexual orientation                                  | 97                         |     |
| B1  | The University of Reading is a good place to work   | 96                         |     |
| N1  | I'm not currently being harassed or bullied at work? *  | 96                         |     |
| O3  | I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students | 96                         |     |
| O6a   | The University of Reading respects people equally regardless of their gender  | 96                         |     |
| O6c   | The University of Reading respects people equally regardless of their disability status                                   | 96                         |     |
| O6f   | The University of Reading respects people equally regardless of their religion or beliefs                                 | 96                         |     |
| O7  | I have not felt discriminated against at work in the last 12 months? *  | 96                         |     |
| D1b   | I have a clear understanding about what I am expected to achieve in my job  | 95                         |     |
| D1c   | I have a clear understanding about expected standards of performance  | 95                         |     |
| L1  | I am satisfied that my personal safety is treated seriously at work   | 95                         |     |
| L2  | I feel safe and secure in my working environment  | 95                         |     |
| O6b   | The University of Reading respects people equally regardless of their nationality / race                                  | 95                         |     |
| O6d   | The University of Reading respects people equally regardless of their age   | 95                         |     |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Part B - Least positive perceptions and areas identified for improvement for Estates & Facilities

This part of the report displays the least positive perceptions and areas identified for improvement for the selected area of work.

The combined positive score is used in this analysis i.e. agree and tend to agree responses. Questions or statements with a combined positive score of 50 or lower are considered areas for improvement and are colour coded red. The areas identified for improvement for the selected area of work are listed below and can also be seen in Part C.

Where questions are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. The questions/statements are marked with an asterisk (\*) and the text has been reworded to ensure ease of understanding.

E.g. The results for the question: *'I feel stressed at work'* are displayed for those who said tend to disagree and disagree to this question i.e. the positive perceptions

The text has therefore been reworded to *'I never feel stressed at work \*'*

### Areas for improvement from the area of work

Total number of responses: 233

| Question   | AOW<br>% |
|--|----------|
| M11 I never feel stressed at work *  | 18       |
| R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *                        | 21       |
| R2 In my opinion the recent PAS changes were well planned  | 33       |
| N6 Are you aware of the Health Advocacy Respect and Care Advisors?   | 38       |
| R1 The current pace of change in the University of Reading is about right  | 41       |
| R3 In my opinion the recent PAS changes were well explained  | 41       |
| D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *      | 45       |
| F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^ | 45       |
| N7 Are you aware of the University's Harassment Advisors?  | 47       |
| R5 In my opinion other recent changes (not PAS) have been well explained   | 49       |
| L7 Are you aware of the Employee Assistance Programme?   | 50       |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Understanding strength analysis

The following pages display analysis of the primary questions in the survey and display the most and least positive perceptions for the selected area of work.

To ensure anonymity is maintained, most sub set or secondary questions are excluded. As a large number of staff have responded to the sub set questions within 'Section F, Performance Development Review (PDR)', 'Section I: Culture and Values' and question M12, these are included in the analysis, these questions are shown in the list with a ^.

The combined positive score is used throughout the analysis. Where a question / statement is positively phrased, agree or tend to agree (or yes) responses are used. Where a question / statement is negatively phrased, disagree and tend to disagree (or no) responses are used.

Where questions are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. These questions / statements are marked with an asterisk (\*) and the text has been reworded to ensure ease of understanding.

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said no to this question i.e. the positive perception. The text has therefore been reworded to *'I'm not currently being harassed or bullied at work? \*'*

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.

## Understanding and using the comparisons in the tables

The tables in Part C provide comparisons with the area of work score (AOW) and the University as a whole (UoR). The differences shown in the comparisons are a simple mathematical difference but because the numbers of responding staff in each of these comparator groups vary, these simple differences may not be considered a 'real statistically significant difference'.

To identify which of these scores are highly likely to be considered a real difference we use the 95% confidence interval for each comparator group.

- Part C : The AOW has a confidence interval of +/-4%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than five percentage points for this to be considered a real difference between the scores.



## Part C - Strength report by section for Estates & Facilities compared to UoR




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

- **Green** indicates a score of 75% or above 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 colour coding boundaries described above to identify areas of strength or need for improvement were agreed by the HEI user group of Capita Surveys and Research to offer guidance and focus for action planning. The table below displays each question; the 2017 combined positive percentage for the area of work; UoR; and the percentage difference between the area of work and the University as a whole.

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

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

|   |   |                      |            |
|---|---|----------------------|------------|
|    | 75% or higher = Strength                | Positive difference: | <b>119</b> |
|   | 51% - 74% = Opportunity for improvement | No difference:       | <b>13</b>  |
|  | 50% or lower = Needs improvement        | Negative difference: | <b>22</b>  |

| Total number of responses:  |          | 233      | 2673 |  |
|---|----------|----------|------|--|
| Question  | AOW<br>% | UoR<br>% | +/-  |  |
| Section A: Work-Life Balance  |          |          |      |  |
| A1 The University of Reading provides good support to help me balance my work and personal commitments                    | 89       | 74       | 15   |  |
| A2 I feel I have a good work-life balance   | 84       | 70       | 14   |  |
| A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc) | 77       | 77       | 0    |  |
| A4 I believe that if I requested flexible working arrangements, my request would be considered fairly                     | 75       | 82       | -7   |  |
| A5 I am able to take advantage of flexible working on an informal basis   | 73       | 80       | -7   |  |
| Section B: Job Satisfaction   |          |          |      |  |
| B1 The University of Reading is a good place to work  | 96       | 87       | 9    |  |
| B2 Generally, I enjoy my work   | 93       | 92       | 1    |  |
| B9 I feel valued by my colleagues   | 93       | 88       | 5    |  |
| B3 My work is varied and interesting to me  | 90       | 91       | -1   |  |
| B4 My work gives me a sense of personal achievement   | 90       | 86       | 4    |  |
| B6 I feel I belong to a team  | 88       | 81       | 7    |  |
| B5 I feel inspired to do my best work every day   | 86       | 80       | 6    |  |
| B12 I'm interested in the University of Reading, to me it's not just a job *  | 85       | 91       | -6   |  |
| B10 I feel valued by students / internal customers  | 85       | 85       | 0    |  |
| B7 I feel part of the University of Reading   | 84       | 76       | 8    |  |
| B11 I feel my job security at the University of Reading is good   | 80       | 70       | 10   |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

|                                       |   |
|---------------------------------------|---|
| <span style="color: green;">■</span>  | 75% or higher = Strength                |
| <span style="color: orange;">■</span> | 51% - 74% = Opportunity for improvement |
| <span style="color: red;">■</span>    | 50% or lower = Needs improvement        |

|                      |  |
|----------------------|--|
| Positive difference: | <span style="color: green;">119</span> |
| No difference:       | <span style="color: grey;">13</span>   |
| Negative difference: | <span style="color: red;">22</span>    |

| Total number of responses:  |       | 233   | 2673 |  |
|---|-------|-------|------|--|
| Question  | AOW % | UoR % | +/-  |  |
| Section B: Job Satisfaction   |       |       |      |  |
| B8 I feel valued by the University of Reading   | 74    | 59    | 15   |  |
| Section C: Pay and Benefits   |       |       |      |  |
| C5 I am aware of the benefits offered by the University   | 81    | 71    | 10   |  |
| C4 I am aware of the University's arrangements for recognising and rewarding good performance                         | 77    | 69    | 8    |  |
| C1 Overall, I feel the University of Reading offers a good pay and benefits package                                   | 72    | 68    | 4    |  |
| C2 I feel fairly paid for the work I do   | 62    | 60    | 2    |  |
| C3 I think my pay adequately reflects my performance  | 52    | 52    | 0    |  |
| Section D: Your Role  |       |       |      |  |
| D1d I have a clear understanding about expected standards of behaviour  | 98    | 96    | 2    |  |
| D1a I have a clear understanding about my role within the University of Reading                                       | 97    | 90    | 7    |  |
| D1c I have a clear understanding about expected standards of performance  | 95    | 91    | 4    |  |
| D1b I have a clear understanding about what I am expected to achieve in my job  | 95    | 89    | 6    |  |
| D3 I am trusted to do my job  | 94    | 93    | 1    |  |
| D5 I have enough freedom to do what is necessary to put students / internal customers first every time                | 85    | 77    | 8    |  |
| D2 I am satisfied with my current role and level of responsibility  | 84    | 76    | 8    |  |
| D6 People are willing to help each other even if it means doing something outside their usual activities              | 82    | 82    | 0    |  |
| D10 I have adequate resources to complete my work   | 79    | 67    | 12   |  |
| D4 The division of responsibilities between staff in my work area feels fair  | 77    | 68    | 9    |  |
| D9 I don't find my current workload too much and I am not struggling to cope *  | 71    | 61    | 10   |  |
| D11 I don't feel priorities are changed too frequently for me to work efficiently *                                   | 66    | 63    | 3    |  |
| D8 I don't worry about work outside my working hours *  | 56    | 39    | 17   |  |
| D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *     | 45    | 33    | 12   |  |
| Section E: Considering Leaving  |       |       |      |  |
| E2 I'm not actively seeking to leave my job here at the University *  | 87    | 82    | 5    |  |
| E1 I don't think about leaving the University *   | 77    | 65    | 12   |  |
| Section F: Performance Development Review (PDR)   |       |       |      |  |
| F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^                             | 85    | 85    | 0    |  |
| F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^                           | 79    | 75    | 4    |  |
| F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^  | 79    | 74    | 5    |  |
| F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^ | 75    | 64    | 11   |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

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

Positive difference: **119**  
 No difference: **13**  
 Negative difference: **22**

| Total number of responses:  |       | 233   | 2673 |  |
|---|-------|-------|------|--|
| Question  | AOW % | UoR % | +/-  |  |
| Section F: Performance Development Review (PDR)   |       |       |      |  |
| F3 Was your Performance Development Review (PDR) useful for you? ^  | 64    | 68    | -4   |  |
| F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^  | 45    | 43    | 2    |  |
| Section G: Learning and Development   |       |       |      |  |
| G3 I have received sufficient training to enable me to do my job well   | 90    | 80    | 10   |  |
| G4 Overall, I feel that the University of Reading provides appropriate development opportunities  | 86    | 77    | 9    |  |
| G1 I feel that I am given the same opportunities to develop as other staff  | 84    | 78    | 6    |  |
| G2 I am satisfied with my current level of learning and development   | 82    | 75    | 7    |  |
| Section H: University Executive Board (UEB)   |       |       |      |  |
| H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations                             | 85    | 76    | 9    |  |
| H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers            | 81    | 69    | 12   |  |
| H5 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community                               | 81    | 69    | 12   |  |
| H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well   | 79    | 61    | 18   |  |
| H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed                              | 77    | 69    | 8    |  |
| H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff   | 63    | 43    | 20   |  |
| Section I: Culture and Values   |       |       |      |  |
| I12 Would you recommend the University of Reading to a friend as a place to study?  | 97    | 89    | 8    |  |
| I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^   | 94    | 92    | 2    |  |
| I9 I feel my Department / School / Function delivers good quality service to students / internal customers  | 93    | 92    | 1    |  |
| I10 I feel proud to work for the University of Reading  | 92    | 85    | 7    |  |
| I8 I feel the University of Reading delivers good quality service to students / internal customers  | 91    | 83    | 8    |  |
| I11 Would you recommend the University of Reading to a friend as a place to work?   | 90    | 81    | 9    |  |
| I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^             | 88    | 85    | 3    |  |
| I16 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function ^                                   | 87    | 88    | -1   |  |
| I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^ | 81    | 69    | 12   |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

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

Positive difference: **119**  
 No difference: **13**  
 Negative difference: **22**

| Total number of responses:  |       | 233   | 2673 |  |
|---|-------|-------|------|--|
| Question  | AOW % | UoR % | +/-  |  |
| Section I: Culture and Values   |       |       |      |  |
| I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB ^  | 80    | 76    | 4    |  |
| I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^   | 76    | 81    | -5   |  |
| I7 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026 | 74    | 64    | 10   |  |
| I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^  | 73    | 63    | 10   |  |
| I5 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them ^  | 72    | 64    | 8    |  |
| I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?  | 65    | 70    | -5   |  |
| I13 Are you aware of the University Values for Working Together and Professional Behaviours?  | 63    | 63    | 0    |  |
| I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^   | 61    | 64    | -3   |  |
| Section J: Your School or Function Leadership   |       |       |      |  |
| J1 My School / Function Leadership Team manage and lead our School / Function well  | 84    | 83    | 1    |  |
| J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions   | 84    | 81    | 3    |  |
| J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers  | 83    | 85    | -2   |  |
| J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function  | 81    | 76    | 5    |  |
| J4 My School / Function Leadership Team listen to and respond to the views of staff   | 79    | 75    | 4    |  |
| Section K: Your Manager / Supervisor  |       |       |      |  |
| K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable  | 93    | 93    | 0    |  |
| K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis   | 92    | 93    | -1   |  |
| K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well   | 91    | 86    | 5    |  |
| K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed   | 90    | 88    | 2    |  |
| K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me   | 89    | 90    | -1   |  |
| K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well  | 89    | 84    | 5    |  |
| K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance   | 86    | 79    | 7    |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

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

Positive difference: **119**  
 No difference: **13**  
 Negative difference: **22**

| Total number of responses:   |       | 233   | 2673 |  |
|--|-------|-------|------|--|
| Question   | AOW % | UoR % | +/-  |  |
| Section K: Your Manager / Supervisor   |       |       |      |  |
| K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work                   | 84    | 79    | 5    |  |
| K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about              | 83    | 81    | 2    |  |
| K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work | 83    | 81    | 2    |  |
| K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best                            | 81    | 74    | 7    |  |
| K10 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively                        | 77    | 72    | 5    |  |
| Section L: Health, Safety and Wellbeing  |       |       |      |  |
| L2 I feel safe and secure in my working environment  | 95    | 96    | -1   |  |
| L1 I am satisfied that my personal safety is treated seriously at work   | 95    | 95    | 0    |  |
| L3 I feel the University is interested in my physical wellbeing  | 90    | 78    | 12   |  |
| L6 The University provides a satisfying work environment   | 87    | 79    | 8    |  |
| L4 I feel the University is interested in my mental wellbeing  | 86    | 68    | 18   |  |
| L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing  | 79    | 62    | 17   |  |
| L7 Are you aware of the Employee Assistance Programme?   | 50    | 40    | 10   |  |
| Section M: Working at the University   |       |       |      |  |
| M1 I can decide on my own how to go about doing my work  | 90    | 93    | -3   |  |
| M3 I am satisfied with the support I get from my work colleagues   | 90    | 90    | 0    |  |
| M7 I have the right equipment to do my job   | 90    | 83    | 7    |  |
| M2 I am satisfied with the support I get from my immediate manager   | 86    | 86    | 0    |  |
| M9 I am able to take regular breaks on most days   | 78    | 69    | 9    |  |
| M12 Overall, I don't feel unduly stressed at work * ^  | 78    | 69    | 9    |  |
| M10 I have a place I can go to take a break at work  | 76    | 78    | -2   |  |
| M4 There are usually sufficient people in the team I am working in to handle our workload  | 74    | 61    | 13   |  |
| M6 I am able to handle all the conflicting demands on my time at work *  | 68    | 66    | 2    |  |
| M5 Relationships at work are not strained *  | 67    | 75    | -8   |  |
| M8 I'm not required to do unimportant tasks which prevent me completing more important ones *  | 63    | 54    | 9    |  |
| M11 I never feel stressed at work *  | 18    | 9     | 9    |  |
| Section N: Harassment and Bullying   |       |       |      |  |
| N1 I'm not currently being harassed or bullied at work? *  | 96    | 97    | -1   |  |
| N7 Are you aware of the University's Harassment Advisors?  | 47    | 35    | 12   |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

|                                       |   |
|---------------------------------------|---|
| <span style="color: green;">■</span>  | 75% or higher = Strength                |
| <span style="color: orange;">■</span> | 51% - 74% = Opportunity for improvement |
| <span style="color: red;">■</span>    | 50% or lower = Needs improvement        |

|                      |  |
|----------------------|--|
| Positive difference: | <span style="color: green;">119</span> |
| No difference:       | <span style="color: grey;">13</span>   |
| Negative difference: | <span style="color: red;">22</span>    |

| Total number of responses:   |       | 233   | 2673 |  |
|--|-------|-------|------|--|
| Question   | AOW % | UoR % | +/-  |  |
| Section N: Harassment and Bullying   |       |       |      |  |
| N6 Are you aware of the Health Advocacy Respect and Care Advisors?   | 38    | 23    | 15   |  |
| Section O: Diversity and Inclusion   |       |       |      |  |
| O6e The University of Reading respects people equally regardless of their sexual orientation   | 97    | 98    | -1   |  |
| O6f The University of Reading respects people equally regardless of their religion or beliefs  | 96    | 98    | -2   |  |
| O6c The University of Reading respects people equally regardless of their disability status  | 96    | 96    | 0    |  |
| O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students   | 96    | 95    | 1    |  |
| O6a The University of Reading respects people equally regardless of their gender   | 96    | 92    | 4    |  |
| O7 I have not felt discriminated against at work in the last 12 months? *  | 96    | 92    | 4    |  |
| O6b The University of Reading respects people equally regardless of their nationality / race   | 95    | 95    | 0    |  |
| O6d The University of Reading respects people equally regardless of their age  | 95    | 92    | 3    |  |
| O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment  | 94    | 94    | 0    |  |
| O1 I believe the University of Reading is committed to equality of opportunity for all of its staff  | 94    | 91    | 3    |  |
| O2 I am aware of the University's priorities for Diversity and Inclusion   | 93    | 91    | 2    |  |
| O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *               | 92    | 96    | -4   |  |
| O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff * | 87    | 90    | -3   |  |
| O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion                                     | 84    | 82    | 2    |  |
| Section P: Communication   |       |       |      |  |
| P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work  | 90    | 89    | 1    |  |
| P1a I receive information in a timely way in regard to local issues in my area of work   | 84    | 81    | 3    |  |
| P2b The information I receive is straightforward and I understand it in regard to wider University issues  | 82    | 80    | 2    |  |
| P1b I receive information in a timely way in regard to wider University issues   | 78    | 76    | 2    |  |
| P3 There are opportunities for me to feed my views upwards in the University of Reading  | 76    | 57    | 19   |  |
| P6 Communication between senior management and staff is effective  | 69    | 54    | 15   |  |
| P5 On the whole, communication in the University of Reading is effective   | 68    | 60    | 8    |  |
| P4 I know where to find information about important decisions made at the University of Reading  | 68    | 56    | 12   |  |
| P7 On the whole, the different parts of the University of Reading communicate effectively with each other  | 56    | 42    | 14   |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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

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

Positive difference: **119**  
 No difference: **13**  
 Negative difference: **22**

| Total number of responses:  |          | 233      | 2673 |  |
|---|----------|----------|------|--|
| Question  | AOW<br>% | UoR<br>% | +/-  |  |
| Section Q: Staff Involvement  |          |          |      |  |
| Q8a I feel there is good co-operation between teams in my department                            | 82       | 83       | -1   |  |
| Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so       | 81       | 72       | 9    |  |
| Q2 I feel able to voice my opinions   | 81       | 71       | 10   |  |
| Q1 I feel there are adequate opportunities to raise points of concern                           | 78       | 64       | 14   |  |
| Q4 I am personally encouraged to look for ways to improve the way we do things                  | 76       | 69       | 7    |  |
| Q8b I feel there is good co-operation between different departments                             | 73       | 62       | 11   |  |
| Q5 I am confident my ideas or suggestions will be listened to                                   | 71       | 60       | 11   |  |
| Q7 I am confident I will get feedback on my ideas or suggestions                                | 65       | 51       | 14   |  |
| Q6 I feel the University genuinely listens to staff views during consultations                  | 64       | 43       | 21   |  |
| Section R: Managing Change  |          |          |      |  |
| R6a Generally, change within my department is managed well                                      | 79       | 72       | 7    |  |
| R6f Generally, I think things will improve in the next 12 months                                | 73       | 61       | 12   |  |
| R6e Generally, I have seen some positive changes in the last 12 months                          | 71       | 55       | 16   |  |
| R7 I feel action will be taken as a result of this survey                                       | 68       | 54       | 14   |  |
| R6b Generally, change within the University of Reading is managed well                          | 61       | 36       | 25   |  |
| R6c Generally, the process of change does not cause me concern and worry *                      | 53       | 49       | 4    |  |
| R4 In my opinion other recent changes (not PAS) have been well planned                          | 51       | 38       | 13   |  |
| R5 In my opinion other recent changes (not PAS) have been well explained                        | 49       | 39       | 10   |  |
| R1 The current pace of change in the University of Reading is about right                       | 41       | 27       | 14   |  |
| R3 In my opinion the recent PAS changes were well explained                                     | 41       | 25       | 16   |  |
| R2 In my opinion the recent PAS changes were well planned                                       | 33       | 17       | 16   |  |
| R6d Generally, I don't feel more could be done to help staff prepare for and cope with change * | 21       | 18       | 3    |  |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.



## Part D - Frequency Charts for Estates & Facilities

A presentation of the survey results in chart format in the same order as the questionnaire for ease of reference. All the main results charts (for scale response questions) are structured in a similar way:

1. **Question:** The text of the question that was asked.
2. **Response chart:** The percentage of respondents who selected each response option for each question, rounded to the nearest whole percentage, is presented in a stacked bar chart. It is important to look at this detailed breakdown, not just the percentage of positive responses, when interpreting the survey results. Note that the rounding percentages occasionally results in the total percentage not adding up to exactly 100%.
3. **Total Responses:** The number of valid responses that were received for the question.
4. **Combining the positive responses and the 'rounding effect':** The total percentage of positive responses that were received for each question in 2017 is shown after the stacked bar chart. Where a question is positively phrased the 'Positive' heading shows the total of 'Agree / Tend to agree' or 'Yes' responses. Where the question is negatively phrased the 'Positive' heading shows the 'Disagree / Tend to disagree' or 'No' responses.

To ensure the figures are accurate, rounding is applied at the last stage of the calculation and is rounded to the nearest percentage point. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages. [A more detailed explanation of this and an example can be found at the back this report in the appendix.]



## Part D - Frequency Charts for Estates & Facilities

### Section A: Work-Life Balance

A1 The University of Reading provides good support to help me balance my work and personal commitments



Total  
Responses:  
229

Positive %:  
89

A2 I feel I have a good work-life balance



Total  
Responses:  
229

Positive %:  
84

A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)



Total  
Responses:  
228

Positive %:  
77

A4 I believe that if I requested flexible working arrangements, my request would be considered fairly



Total  
Responses:  
229

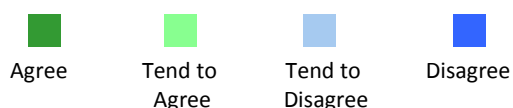
Positive %:  
75

A5 I am able to take advantage of flexible working on an informal basis



Total  
Responses:  
228

Positive %:  
73



## Part D - Frequency Charts for Estates & Facilities

### Section B: Job Satisfaction

B1 The University of Reading is a good place to work



Total  
Responses:  
230

Positive %:  
96

B2 Generally, I enjoy my work



Total  
Responses:  
230

Positive %:  
93

B3 My work is varied and interesting to me



Total  
Responses:  
229

Positive %:  
90

B4 My work gives me a sense of personal achievement



Total  
Responses:  
229

Positive %:  
90

B5 I feel inspired to do my best work every day



Total  
Responses:  
231

Positive %:  
86

B6 I feel I belong to a team



Total  
Responses:  
230

Positive %:  
88

B7 I feel part of the University of Reading



Total  
Responses:  
230

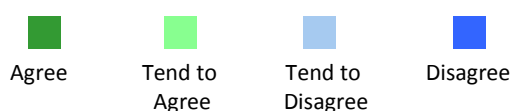
Positive %:  
84

B8 I feel valued by the University of Reading



Total  
Responses:  
229

Positive %:  
74



## Part D - Frequency Charts for Estates & Facilities

### Section B: Job Satisfaction

B9 I feel valued by my colleagues



Total  
Responses:  
229

Positive %:  
93

B10 I feel valued by students / internal customers



Total  
Responses:  
225





Positive %:  
85

B11 I feel my job security at the University of Reading is good



Total  
Responses:  
230

Positive %:  
80





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

B12 I'm not interested in the University of Reading, to me it's just a job



Total  
Responses:  
226

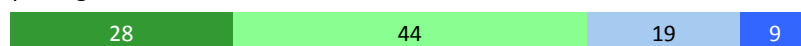
Positive %:  
85

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Estates & Facilities

### Section C: Pay and Benefits

C1 Overall, I feel the University of Reading offers a good pay and benefits package



Total  
Responses:  
230

Positive %:  
72

C2 I feel fairly paid for the work I do



Total  
Responses:  
232

Positive %:  
62

C3 I think my pay adequately reflects my performance



Total  
Responses:  
229

Positive %:  
52

C4 I am aware of the University's arrangements for recognising and rewarding good performance



Total  
Responses:  
230

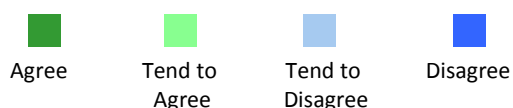
Positive %:  
77

C5 I am aware of the benefits offered by the University



Total  
Responses:  
230

Positive %:  
81



## Part D - Frequency Charts for Estates & Facilities

### Section D: Your Role



## Part D - Frequency Charts for Estates & Facilities

### Section D: Your Role

D5 I have enough freedom to do what is necessary to put students / internal customers first every time



Total  
Responses:  
227





Positive %:  
85

D6 People are willing to help each other even if it means doing something outside their usual activities

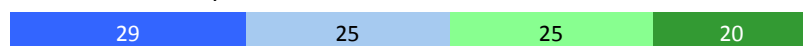


Total  
Responses:  
227

Positive %:  
82

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

D7 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



Total  
Responses:  
224

Positive %:  
45

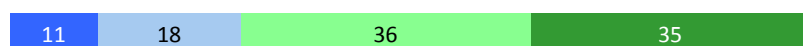
D8 I often worry about work outside my working hours



Total  
Responses:  
229





Positive %:  
56

D9 I find my current workload too much and I am struggling to cope



Total  
Responses:  
229

Positive %:  
71





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

D10 I have adequate resources to complete my work

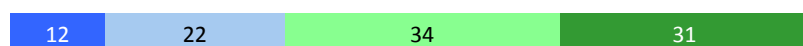


Total  
Responses:  
228

Positive %:  
79





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

D11 I feel priorities are changed too frequently for me to work efficiently



Total  
Responses:  
227

Positive %:  
66

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Estates & Facilities

Section E: Considering Leaving

E1 I often think about leaving the University




|                  |             |
|------------------|-------------|
| Total Responses: | Positive %: |
| 227              | 77          |

E2 I am actively seeking to leave my job here at the University



|                  |             |
|------------------|-------------|
| Total Responses: | Positive %: |
| 225              | 87          |

|   |   |   |   |
|---|---|---|---|
|  |  |  |  |
| Agree   | Tend to Agree   | Tend to Disagree  | Disagree  |

## Part D - Frequency Charts for Estates & Facilities

### Section F: Performance Development Review (PDR)

F1 Have you been employed by the University of Reading for over a year?



Total  
Responses:  
228

F2 Have you had an individual Performance Development Review (PDR) in the last 12 months?



Total  
Responses:  
190

Positive %:  
79

(based on the number of respondents answering 'Yes' to F1)

F3 Was your Performance Development Review (PDR) useful for you?



Total  
Responses:  
148

Positive %:  
64

(based on the number of respondents answering 'Yes' to F2)

F4 Did you agree clear objectives as part of your Performance Development Review (PDR)?



Total  
Responses:  
150

Positive %:  
85

(based on the number of respondents answering 'Yes' to F2)

F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading?



Total  
Responses:  
150

Positive %:  
75

(based on the number of respondents answering 'Yes' to F2)

F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs?



Total  
Responses:  
149

Positive %:  
79

(based on the number of respondents answering 'Yes' to F2)

 Yes
  No

F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one?



Total  
Responses:  
38

Positive %:  
45

(based on the number of respondents answering 'No' to F2)

 Yes
  No
  Not Sure



## Part D - Frequency Charts for Estates & Facilities

### Section G: Learning and Development

G1 I feel that I am given the same opportunities to develop as other staff



Total  
Responses:  
227

Positive %:  
84

G2 I am satisfied with my current level of learning and development



Total  
Responses:  
229

Positive %:  
82

G3 I have received sufficient training to enable me to do my job well



Total  
Responses:  
231

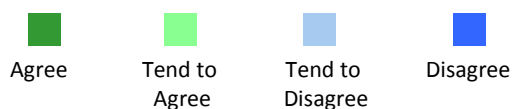
Positive %:  
90

G4 Overall, I feel that the University of Reading provides appropriate development opportunities



Total  
Responses:  
226

Positive %:  
86



## Part D - Frequency Charts for Estates & Facilities

### Section H: University Executive Board (UEB)

H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well



Total  
Responses:

212

Positive %:

79

H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed



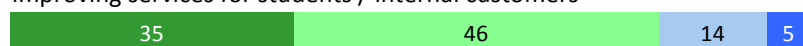
Total  
Responses:

209

Positive %:

77

H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers



Total  
Responses:

206

Positive %:

81

H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff



Total  
Responses:

201

Positive %:

63

H5 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community



Total  
Responses:

203

Positive %:

81

H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations

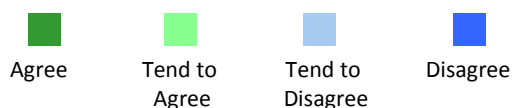


Total  
Responses:

203

Positive %:

85



## Part D - Frequency Charts for Estates & Facilities

### Section I: Culture and Values

I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?



 A Lot
  A Little
  Nothing

Total  
Responses:  
219

Positive %:  
65

I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them



Total  
Responses:  
138

Positive %:  
76

(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them

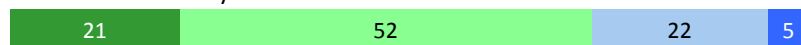


Total  
Responses:  
134

Positive %:  
61

(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them



Total  
Responses:  
132

Positive %:  
73

(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

I5 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them

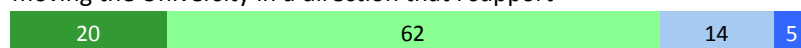


Total  
Responses:  
136

Positive %:  
72

(based on the number of respondents answering 'A Lot' or 'A Little' to I1)





I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support



Total  
Responses:  
133

Positive %:  
81

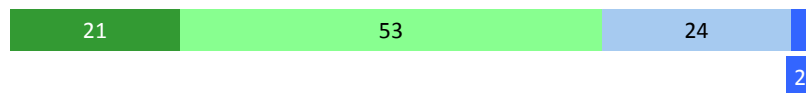
(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Estates & Facilities

### Section I: Culture and Values

I17 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026'



Total  
Responses:

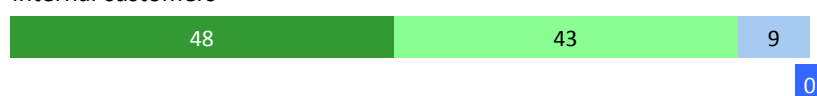
127

Positive %:

74

(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

I18 I feel the University of Reading delivers good quality service to students / internal customers



Total  
Responses:

221

Positive %:

91

I19 I feel my Department / School / Function delivers good quality service to students / internal customers



Total  
Responses:

222

Positive %:

93

I10 I feel proud to work for the University of Reading



Total  
Responses:

222

Positive %:

92

I11 Would you recommend the University of Reading to a friend as a place to work?



Total  
Responses:

226

Positive %:

90

I12 Would you recommend the University of Reading to a friend as a place to study?







Total  
Responses:

220

Positive %:

97

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

I13 Are you aware of the University Values for Working Together and Professional Behaviours?




Total  
Responses:

220

Positive %:

63

 Yes
  No

## Part D - Frequency Charts for Estates & Facilities

### Section I: Culture and Values

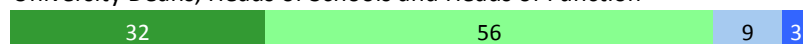
I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB



(based on the number of respondents answering 'Yes' to I13)

|                  |     |
|------------------|-----|
| Total Responses: | 117 |
| Positive %:      | 80  |

I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function



(based on the number of respondents answering 'Yes' to I13)

|                  |     |
|------------------|-----|
| Total Responses: | 116 |
| Positive %:      | 88  |

I16 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function



(based on the number of respondents answering 'Yes' to I13)

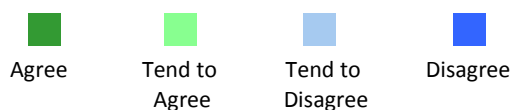
|                  |     |
|------------------|-----|
| Total Responses: | 123 |
| Positive %:      | 87  |

I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues



(based on the number of respondents answering 'Yes' to I13)

|                  |     |
|------------------|-----|
| Total Responses: | 127 |
| Positive %:      | 94  |



## Part D - Frequency Charts for Estates & Facilities

### Section J: Your School or Function Leadership

J1 My School / Function Leadership Team manage and lead our School / Function well



Total  
Responses:  
205

Positive %:  
84

J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function



Total  
Responses:  
207

Positive %:  
81

J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers



Total  
Responses:  
205

Positive %:  
83

J4 My School / Function Leadership Team listen to and respond to the views of staff



Total  
Responses:  
207

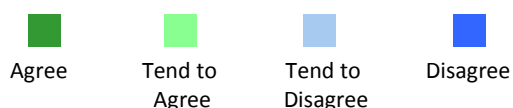
Positive %:  
79

J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions



Total  
Responses:  
200

Positive %:  
84



## Part D - Frequency Charts for Estates & Facilities

### Section K: Your Manager / Supervisor



## Part D - Frequency Charts for Estates & Facilities

### Section K: Your Manager / Supervisor

K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about



Total  
Responses:

230

Positive %:

83

K10 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively



Total  
Responses:

220

Positive %:

77

K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work



Total  
Responses:

228

Positive %:

83

K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work

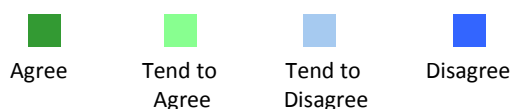


Total  
Responses:

229

Positive %:

84





## Part D - Frequency Charts for Estates & Facilities

### Section L: Health, Safety and Wellbeing

L1 I am satisfied that my personal safety is treated seriously at work



Total  
Responses:  
231

Positive %:  
95

L2 I feel safe and secure in my working environment



Total  
Responses:  
230

Positive %:  
95

L3 I feel the University is interested in my physical wellbeing



Total  
Responses:  
226

Positive %:  
90

L4 I feel the University is interested in my mental wellbeing



Total  
Responses:  
225

Positive %:  
86

L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing



Total  
Responses:  
226





Positive %:  
79

L6 The University provides a satisfying work environment



Total  
Responses:  
227

Positive %:  
87


 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

L7 Are you aware of the Employee Assistance Programme?



Total  
Responses:  
221

Positive %:  
50

 Yes
  No

## Part D - Frequency Charts for Estates & Facilities

### Section M: Working at the University

M1 I can decide on my own how to go about doing my work



Total  
Responses:  
230

Positive %:  
90

M2 I am satisfied with the support I get from my immediate manager



Total  
Responses:  
231

Positive %:  
86

M3 I am satisfied with the support I get from my work colleagues



Total  
Responses:  
229





Positive %:  
90

M4 There are usually sufficient people in the team I am working in to handle our workload

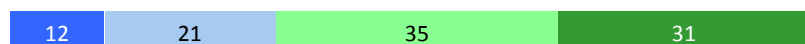


Total  
Responses:  
229

Positive %:  
74

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

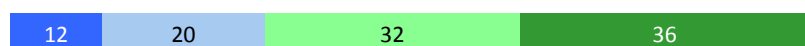
M5 Relationships at work are strained



Total  
Responses:  
229





Positive %:  
67

M6 I am unable to handle all the conflicting demands on my time at work



Total  
Responses:  
226

Positive %:  
68





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

M7 I have the right equipment to do my job



Total  
Responses:  
231

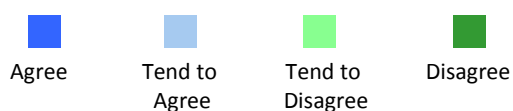
Positive %:  
90

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Estates & Facilities

### Section M: Working at the University

M8 I am required to do unimportant tasks which prevent me completing more important ones



Total  
Responses:  
226

Positive %:  
63

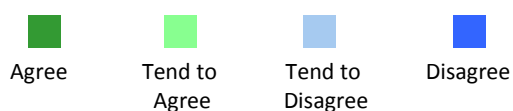
M9 I am able to take regular breaks on most days



Total  
Responses:  
227

Positive %:  
78

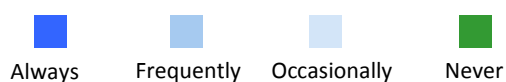
M10 I have a place I can go to take a break at work



Total  
Responses:  
228

Positive %:  
76

M11 I feel stressed at work



Total  
Responses:  
233

Positive %:  
18

M12 Overall, I feel unduly stressed at work



Total  
Responses:  
184

Positive %:  
78

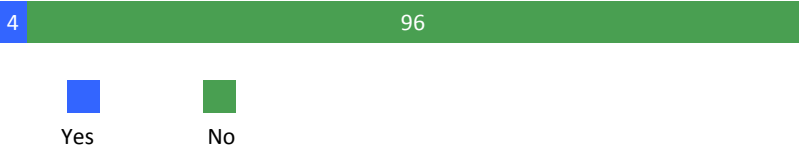
(based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to M11)



Part D - Frequency Charts for Estates & Facilities

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?



Total Responses: 228  
Positive %: 96

N6 Are you aware of the Health Advocacy Respect and Care Advisors?



Total Responses: 224  
Positive %: 38

N7 Are you aware of the University's Harassment Advisors?



Total Responses: 225  
Positive %: 47

## Part D - Frequency Charts for Estates & Facilities

### Section O: Diversity and Inclusion

O1 I believe the University of Reading is committed to equality of opportunity for all of its staff



Total  
Responses:  
230

Positive %:  
94

O2 I am aware of the University's priorities for Diversity and Inclusion



Total  
Responses:  
229

Positive %:  
93

O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students



Total  
Responses:  
229

Positive %:  
96

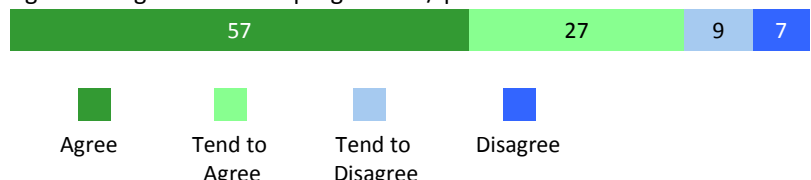
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment



Total  
Responses:  
225

Positive %:  
94

O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion



Total  
Responses:  
223

Positive %:  
84

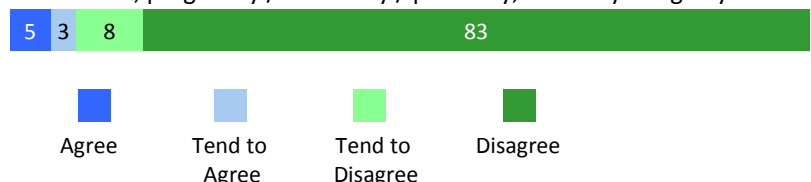
O5a In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff



Total  
Responses:  
221

Positive %:  
87

O5b In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student



Total  
Responses:  
217

Positive %:  
92

## Part D - Frequency Charts for Estates & Facilities

### Section O: Diversity and Inclusion

O6a The University of Reading respects people equally regardless of their gender



Total  
Responses:  
227

Positive %:  
96

O6b The University of Reading respects people equally regardless of their nationality / race



Total  
Responses:  
227

Positive %:  
95

O6c The University of Reading respects people equally regardless of their disability status



Total  
Responses:  
226

Positive %:  
96

O6d The University of Reading respects people equally regardless of their age



Total  
Responses:  
223

Positive %:  
95

O6e The University of Reading respects people equally regardless of their sexual orientation



Total  
Responses:  
226





Positive %:  
97

O6f The University of Reading respects people equally regardless of their religion or beliefs



Total  
Responses:  
226

Positive %:  
96

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

O7 Have you felt discriminated against at work in the last 12 months?



Total  
Responses:  
227

Positive %:  
96

 Yes
  No

## Part D - Frequency Charts for Estates & Facilities

### Section P: Communication

P1a I receive information in a timely way in regard to local issues in my area of work



Total  
Responses:  
227

Positive %:  
84

P1b I receive information in a timely way in regard to wider University issues



Total  
Responses:  
225

Positive %:  
78

P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work



Total  
Responses:  
221

Positive %:  
90

P2b The information I receive is straightforward and I understand it in regard to wider University issues



Total  
Responses:  
220

Positive %:  
82

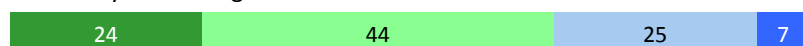
P3 There are opportunities for me to feed my views upwards in the University of Reading



Total  
Responses:  
223

Positive %:  
76

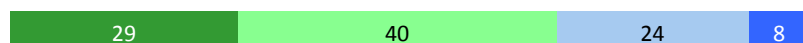
P4 I know where to find information about important decisions made at the University of Reading



Total  
Responses:  
225

Positive %:  
68

P5 On the whole, communication in the University of Reading is effective



Total  
Responses:  
221

Positive %:  
68

P6 Communication between senior management and staff is effective



Total  
Responses:  
226

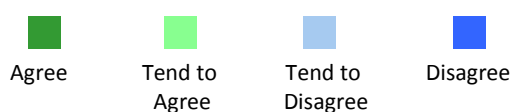
Positive %:  
69

P7 On the whole, the different parts of the University of Reading communicate effectively with each other



Total  
Responses:  
218

Positive %:  
56



## Part D - Frequency Charts for Estates & Facilities

### Section Q: Staff Involvement

Q1 I feel there are adequate opportunities to raise points of concern



Total  
Responses:  
226

Positive %:  
78

Q2 I feel able to voice my opinions



Total  
Responses:  
227

Positive %:  
81

Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so



Total  
Responses:  
225

Positive %:  
81

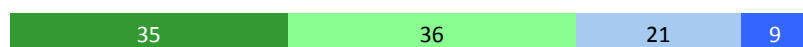
Q4 I am personally encouraged to look for ways to improve the way we do things



Total  
Responses:  
225

Positive %:  
76

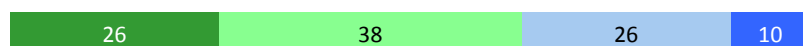
Q5 I am confident my ideas or suggestions will be listened to



Total  
Responses:  
219

Positive %:  
71

Q6 I feel the University genuinely listens to staff views during consultations



Total  
Responses:  
222

Positive %:  
64

Q7 I am confident I will get feedback on my ideas or suggestions



Total  
Responses:  
221

Positive %:  
65

Q8a I feel there is good co-operation between teams in my department



Total  
Responses:  
226

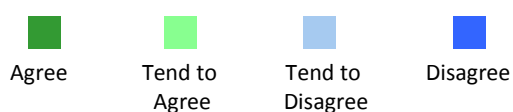
Positive %:  
82

Q8b I feel there is good co-operation between different departments



Total  
Responses:  
222

Positive %:  
73









## Part D - Frequency Charts for Estates & Facilities

### Section R: Managing Change

R1 The current pace of change in the University of Reading is about right



 About Right
  Too Fast
  Too Slow
  No Opinion

Total  
Responses:  
215

Positive %:  
41

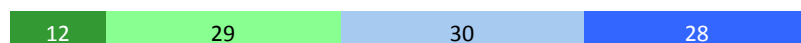
R2 In my opinion the recent PAS changes were well planned



Total  
Responses:  
183

Positive %:  
33

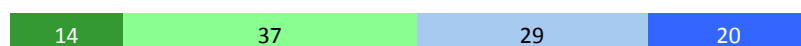
R3 In my opinion the recent PAS changes were well explained



Total  
Responses:  
184

Positive %:  
41

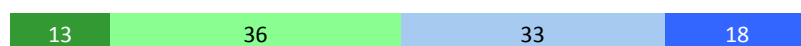
R4 In my opinion other recent changes (not PAS) have been well planned



Total  
Responses:  
177

Positive %:  
51

R5 In my opinion other recent changes (not PAS) have been well explained



Total  
Responses:  
176

Positive %:  
49

R6a Generally, change within my department is managed well



Total  
Responses:  
208





Positive %:  
79

R6b Generally, change within the University of Reading is managed well



Total  
Responses:  
202

Positive %:  
61

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Estates & Facilities

### Section R: Managing Change

R6c Generally, the process of change causes me concern and worry



Total  
Responses:  
206

Positive %:  
53

R6d Generally, more could be done to help staff prepare for and cope with change



Total  
Responses:  
196

Positive %:  
21





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

R6e Generally, I have seen some positive changes in the last 12 months

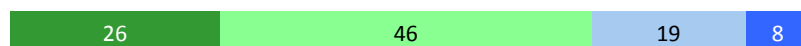


Total  
Responses:  
198

Positive %:  
71

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

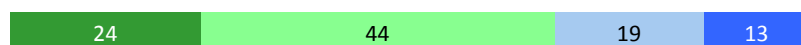
R6f Generally, I think things will improve in the next 12 months



Total  
Responses:  
198





Positive %:  
73

R7 I feel action will be taken as a result of this survey



Total  
Responses:  
210

Positive %:  
68

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part E - Comment Themes for Estates & Facilities

The question below relates to the themes selected for '**S1 Please note below one thing that you feel could be improved at the University of Reading**'.

| Comment Theme                                | Count of theme |
|--|----------------|
| Being Treated Fairly / Diversity & Inclusion | 5              |
| Communication                                | 21             |
| Facilities / Environment                     | 8              |
| Feeling Valued / Supported                   | 10             |
| Health and Wellbeing                         | 6              |
| Job Satisfaction                             | 2              |
| Job Security                                 | 5              |
| Managing Change                              | 6              |
| Management – Immediate / Local               | 4              |
| Pay & Benefits                               | 26             |
| PAS / Re-organisation                        | 8              |
| Relationships / Co-operation                 | 1              |
| Role & Responsibilities                      | 1              |
| Senior Management                            | 7              |
| Systems / Processes                          | 3              |
| Training, Development & Progression          | 8              |
| Other  | 6              |

The question below relates to the themes selected for '**S2 Please note below one thing that you think is good about working for the University of Reading**'.

| Comment Theme                                | Count of theme |
|--|----------------|
| Being Treated Fairly / Diversity & Inclusion | 10             |
| Communication                                | 1              |
| Facilities / Environment                     | 19             |
| Feeling Valued / Supported                   | 13             |
| Health and Wellbeing                         | 9              |
| Job Satisfaction                             | 10             |
| Job Security                                 | 10             |
| Managing Change                              | 1              |
| Management – Immediate / Local               | 4              |
| Pay & Benefits                               | 7              |
| PAS / Re-organisation                        | 1              |
| Relationships / Co-operation                 | 11             |
| Role & Responsibilities                      | 3              |
| Student / Internal Customer Satisfaction     | 2              |
| Senior Management                            | 2              |
| Systems / Processes                          | 1              |
| Training, Development & Progression          | 6              |
| Other  | 7              |

## Part F - Survey Results Ranked By Degree of Importance to Respondents for Estates & Facilities

To further identify the areas of strength and areas for improvement in the selected area of work, all the agree/disagree questions are ranked according to the values assigned to each question. Values are assigned to each response i.e. Agree = 4; Tend to Agree = 3; Tend to Disagree = 2; Disagree = 1 (scores are reversed for negatively phrased questions). Values for each participant's response are added together to generate an overall question score. It is possible that two questions with the same aggregate percentage may have different question scores, so one may appear as an area of strength or improvement while the other does not.

This list shows those questions in the survey that measure perception or awareness in a ranked order. Those questions appearing at the top of the list and appearing red in the average question score column have generated the most negative responses from participants i.e. with a score below 2.50.

Questions appearing at the bottom of the list and highlighted green are the most positive responses from participants i.e. with a score above 3.00.

| Rank<br>-ing | Qn<br>No. | Question   | Number of staff<br>expressing an<br>opinion | Average<br>question<br>score |
|--------------|-----------|--|---|------------------------------|
| 1            | R6d       | Generally, more could be done to help staff prepare for and cope with change   | 196   | 2.02                         |
| 2            | R2        | In my opinion the recent PAS changes were well planned   | 183   | 2.07                         |
| 3            | R3        | In my opinion the recent PAS changes were well explained   | 184   | 2.25                         |
| 4            | D7        | 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   | 224   | 2.35                         |
| 5            | R5        | In my opinion other recent changes (not PAS) have been well explained  | 176   | 2.43                         |
| 6            | R4        | In my opinion other recent changes (not PAS) have been well planned  | 177   | 2.45                         |
| 7            | C3        | I think my pay adequately reflects my performance  | 229   | 2.60                         |
| 8            | P7        | On the whole, the different parts of the University of Reading communicate effectively with each other   | 218   | 2.61                         |
| 9            | R6c       | Generally, the process of change causes me concern and worry   | 206   | 2.64                         |
| 10           | D8        | I often worry about work outside my working hours  | 229   | 2.65                         |
| 11           | R6b       | Generally, change within the University of Reading is managed well   | 202   | 2.66                         |
| 12           | I3        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them | 134   | 2.69                         |
| 13           | H4        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff     | 201   | 2.76                         |
| 14           | M8        | I am required to do unimportant tasks which prevent me completing more important ones  | 226   | 2.77                         |
| 15           | R7        | I feel action will be taken as a result of this survey   | 210   | 2.79                         |
| 16           | C2        | I feel fairly paid for the work I do   | 232   | 2.80                         |
| 17           | Q6        | I feel the University genuinely listens to staff views during consultations  | 222   | 2.80                         |
| 18           | Q7        | I am confident I will get feedback on my ideas or suggestions  | 221   | 2.84                         |
| 19           | D11       | I feel priorities are changed too frequently for me to work efficiently  | 227   | 2.85                         |
| 20           | P4        | I know where to find information about important decisions made at the University of Reading   | 225   | 2.85                         |
| 21           | M5        | Relationships at work are strained   | 229   | 2.86                         |
| 22           | P6        | Communication between senior management and staff is effective   | 226   | 2.87                         |
| 23           | I2        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them               | 138   | 2.88                         |

| Rank<br>-ing | Qn<br>No. | Question   | Number of staff<br>expressing an<br>opinion | Average<br>question<br>score |
|--------------|-----------|--|---|------------------------------|
| 24           | I4        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them  | 132   | 2.89                         |
| 25           | R6e       | Generally, I have seen some positive changes in the last 12 months   | 198   | 2.89                         |
| 26           | P5        | On the whole, communication in the University of Reading is effective  | 221   | 2.89                         |
| 27           | Q8b       | I feel there is good co-operation between different departments  | 222   | 2.90                         |
| 28           | I5        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them  | 136   | 2.90                         |
| 29           | R6f       | Generally, I think things will improve in the next 12 months   | 198   | 2.91                         |
| 30           | C1        | Overall, I feel the University of Reading offers a good pay and benefits package   | 230   | 2.91                         |
| 31           | I7        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026 | 127   | 2.93                         |
| 32           | M6        | I am unable to handle all the conflicting demands on my time at work   | 226   | 2.93                         |
| 33           | A5        | I am able to take advantage of flexible working on an informal basis   | 228   | 2.94                         |
| 34           | D9        | I find my current workload too much and I am struggling to cope  | 229   | 2.95                         |
| 35           | I6        | To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support   | 133   | 2.96                         |
| 36           | Q5        | I am confident my ideas or suggestions will be listened to   | 219   | 2.97                         |
| 37           | H1        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well   | 212   | 3.00                         |
| 38           | R6a       | Generally, change within my department is managed well   | 208   | 3.02                         |
| 39           | I14       | To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB   | 117   | 3.03                         |
| 40           | H2        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed  | 209   | 3.04                         |
| 41           | P3        | There are opportunities for me to feed my views upwards in the University of Reading   | 223   | 3.04                         |
| 42           | B8        | I feel valued by the University of Reading   | 229   | 3.05                         |
| 43           | M4        | There are usually sufficient people in the team I am working in to handle our workload   | 229   | 3.05                         |
| 44           | A4        | I believe that if I requested flexible working arrangements, my request would be considered fairly   | 229   | 3.06                         |
| 45           | D10       | I have adequate resources to complete my work  | 228   | 3.06                         |
| 46           | C4        | I am aware of the University's arrangements for recognising and rewarding good performance   | 230   | 3.07                         |
| 47           | Q1        | I feel there are adequate opportunities to raise points of concern   | 226   | 3.08                         |
| 48           | P1b       | I receive information in a timely way in regard to wider University issues   | 225   | 3.08                         |
| 49           | Q4        | I am personally encouraged to look for ways to improve the way we do things  | 225   | 3.11                         |
| 50           | H3        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers  | 206   | 3.11                         |
| 51           | H5        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community   | 203   | 3.11                         |
| 52           | Q2        | I feel able to voice my opinions   | 227   | 3.12                         |

| Rank<br>-ing | Qn<br>No. | Question  | Number of staff<br>expressing an<br>opinion | Average<br>question<br>score |
|--------------|-----------|---|---|------------------------------|
| 53           | M10       | I have a place I can go to take a break at work   | 228   | 3.12                         |
| 54           | D4        | The division of responsibilities between staff in my work area feels fair   | 226   | 3.13                         |
| 55           | M9        | I am able to take regular breaks on most days   | 227   | 3.13                         |
| 56           | C5        | I am aware of the benefits offered by the University  | 230   | 3.13                         |
| 57           | J4        | My School / Function Leadership Team listen to and respond to the views of staff  | 207   | 3.14                         |
| 58           | K10       | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively   | 220   | 3.14                         |
| 59           | A3        | I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)  | 228   | 3.15                         |
| 60           | E1        | I often think about leaving the University  | 227   | 3.15                         |
| 61           | P2b       | The information I receive is straightforward and I understand it in regard to wider University issues   | 220   | 3.16                         |
| 62           | I15       | To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function | 116   | 3.16                         |
| 63           | B11       | I feel my job security at the University of Reading is good   | 230   | 3.17                         |
| 64           | H6        | The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations              | 203   | 3.18                         |
| 65           | Q3        | If I want to put forward new ideas or suggestions for improvement, I know how to do so  | 225   | 3.19                         |
| 66           | K8        | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best  | 227   | 3.19                         |
| 67           | L5        | The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing  | 226   | 3.20                         |
| 68           | D6        | People are willing to help each other even if it means doing something outside their usual activities   | 227   | 3.21                         |
| 69           | J2        | My School / Function Leadership Team set out a clear vision of the future for our School / Function   | 207   | 3.21                         |
| 70           | J3        | My School / Function Leadership Team support new ideas for improving services for students / internal customers   | 205   | 3.22                         |
| 71           | J5        | My School / Function Leadership Team build strong, positive relationships with other Schools and Functions  | 200   | 3.22                         |
| 72           | B10       | I feel valued by students / internal customers  | 225   | 3.22                         |
| 73           | P1a       | I receive information in a timely way in regard to local issues in my area of work  | 227   | 3.24                         |
| 74           | Q8a       | I feel there is good co-operation between teams in my department  | 226   | 3.24                         |
| 75           | G2        | I am satisfied with my current level of learning and development  | 229   | 3.27                         |
| 76           | J1        | My School / Function Leadership Team manage and lead our School / Function well   | 205   | 3.28                         |
| 77           | G1        | I feel that I am given the same opportunities to develop as other staff   | 227   | 3.28                         |
| 78           | D5        | I have enough freedom to do what is necessary to put students / internal customers first every time   | 227   | 3.29                         |
| 79           | A2        | I feel I have a good work-life balance  | 229   | 3.29                         |
| 80           | D2        | I am satisfied with my current role and level of responsibility   | 231   | 3.31                         |
| 81           | G4        | Overall, I feel that the University of Reading provides appropriate development opportunities   | 226   | 3.31                         |
| 82           | I16       | To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function                       | 123   | 3.32                         |
| 83           | M7        | I have the right equipment to do my job   | 231   | 3.34                         |

| Rank | Qn  | Question   | Number of staff<br>expressing an<br>opinion | Average<br>question<br>score |
|------|-----|--|---|------------------------------|
| -ing | No. |  |   |                              |
| 84   | K11 | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work                               | 228   | 3.34                         |
| 85   | B7  | I feel part of the University of Reading   | 230   | 3.34                         |
| 86   | K9  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about   | 230   | 3.34                         |
| 87   | O4b | I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion | 223   | 3.35                         |
| 88   | K12 | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work   | 229   | 3.35                         |
| 89   | L4  | I feel the University is interested in my mental wellbeing   | 225   | 3.36                         |
| 90   | A1  | The University of Reading provides good support to help me balance my work and personal commitments  | 229   | 3.36                         |
| 91   | L6  | The University provides a satisfying work environment  | 227   | 3.37                         |
| 92   | B5  | I feel inspired to do my best work every day   | 231   | 3.37                         |
| 93   | P2a | The information I receive is straightforward and I understand it in regard to local issues in my area of work  | 221   | 3.38                         |
| 94   | I8  | I feel the University of Reading delivers good quality service to students / internal customers  | 221   | 3.39                         |
| 95   | K7  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance   | 227   | 3.39                         |
| 96   | B4  | My work gives me a sense of personal achievement   | 229   | 3.40                         |
| 97   | B12 | I'm not interested in the University of Reading, to me it's just a job   | 226   | 3.40                         |
| 98   | B6  | I feel I belong to a team  | 230   | 3.41                         |
| 99   | M2  | I am satisfied with the support I get from my immediate manager  | 231   | 3.41                         |
| 100  | B3  | My work is varied and interesting to me  | 229   | 3.44                         |
| 101  | K6  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well  | 231   | 3.44                         |
| 102  | G3  | I have received sufficient training to enable me to do my job well   | 231   | 3.45                         |
| 103  | E2  | I am actively seeking to leave my job here at the University   | 225   | 3.45                         |
| 104  | L3  | I feel the University is interested in my physical wellbeing   | 226   | 3.46                         |
| 105  | M1  | I can decide on my own how to go about doing my work   | 230   | 3.46                         |
| 106  | B9  | I feel valued by my colleagues   | 229   | 3.46                         |
| 107  | M3  | I am satisfied with the support I get from my work colleagues  | 229   | 3.48                         |
| 108  | I10 | I feel proud to work for the University of Reading   | 222   | 3.49                         |
| 109  | I11 | Would you recommend the University of Reading to a friend as a place to work?  | 226   | 3.50                         |
| 110  | K5  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me   | 230   | 3.51                         |
| 111  | K2  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed   | 231   | 3.52                         |
| 112  | I17 | To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues  | 127   | 3.54                         |
| 113  | O2  | I am aware of the University's priorities for Diversity and Inclusion  | 229   | 3.56                         |
| 114  | K1  | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well                                       | 232   | 3.56                         |

| Rank<br>-ing | Qn<br>No. | Question   | Number of staff<br>expressing an<br>opinion | Average<br>question<br>score |
|--------------|-----------|--|---|------------------------------|
| 115          | O5a       | In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff | 221   | 3.56                         |
| 116          | I9        | I feel my Department / School / Function delivers good quality service to students / internal customers  | 222   | 3.56                         |
| 117          | B2        | Generally, I enjoy my work   | 230   | 3.58                         |
| 118          | O1        | I believe the University of Reading is committed to equality of opportunity for all of its staff   | 230   | 3.58                         |
| 119          | D1b       | I have a clear understanding about what I am expected to achieve in my job   | 231   | 3.59                         |
| 120          | K3        | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable  | 231   | 3.59                         |
| 121          | B1        | The University of Reading is a good place to work  | 230   | 3.60                         |
| 122          | K4        | My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis   | 228   | 3.61                         |
| 123          | O4a       | I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment  | 225   | 3.62                         |
| 124          | D3        | I am trusted to do my job  | 232   | 3.63                         |
| 125          | D1c       | I have a clear understanding about expected standards of performance   | 230   | 3.63                         |
| 126          | I12       | Would you recommend the University of Reading to a friend as a place to study?   | 220   | 3.65                         |
| 127          | O3        | I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students  | 229   | 3.66                         |
| 128          | D1a       | I have a clear understanding about my role within the University of Reading  | 231   | 3.66                         |
| 129          | O6d       | The University of Reading respects people equally regardless of their age  | 223   | 3.67                         |
| 130          | L2        | I feel safe and secure in my working environment   | 230   | 3.68                         |
| 131          | O6b       | The University of Reading respects people equally regardless of their nationality / race   | 227   | 3.69                         |
| 132          | O5b       | In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student               | 217   | 3.70                         |
| 133          | O6c       | The University of Reading respects people equally regardless of their disability status  | 226   | 3.70                         |
| 134          | O6f       | The University of Reading respects people equally regardless of their religion or beliefs  | 226   | 3.70                         |
| 135          | O6a       | The University of Reading respects people equally regardless of their gender   | 227   | 3.71                         |
| 136          | L1        | I am satisfied that my personal safety is treated seriously at work  | 231   | 3.72                         |
| 137          | O6e       | The University of Reading respects people equally regardless of their sexual orientation   | 226   | 3.73                         |
| 138          | D1d       | I have a clear understanding about expected standards of behaviour   | 231   | 3.73                         |
|              |           |  | <u>Average:</u>                             | <u>3.20</u>                  |



## Part G - Internal benchmarking for Estates & Facilities

An overview of the survey results for selected area of work and by the associated departments / teams. Results for the University of Reading as a whole are shown for reference.

Each question is listed in the order it appears in the survey. The combined positive score is used throughout the analysis. Where a question / statement is positively phrased, agree and tend to agree (or yes) responses are used. Where a question / statement is negatively phrased, disagree and tend to disagree (or no) responses are used unless otherwise stated.

To ensure anonymity is maintained, most sub set or secondary questions are excluded. As a large number of staff have responded to the sub set questions within 'Section F, Performance Development Review (PDR)', 'Section I: Culture and Values' and question M12, these are included in the analysis, these questions are shown in the list with a ^.

Where questions are negatively worded in the questionnaire, the positive perception is shown. These questions / statements are marked with an asterisk (\*) and the text has been reworded to ensure ease of understanding.

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said no to this question i.e. the positive perception (95%).

The text has therefore been reworded to *'I'm not currently being harassed or bullied at work\*'*

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



indicates 'strength' = agreement from 75% or more of employees.



indicates 'areas for improvement' = agreement from 50% or fewer employees.

At the top of the sheet is a count of the reds and greens each group achieves.

Question F1 'Have you been employed by the University of Reading for over a year?' is considered neutral and has neither a positive nor negative response so, while included in the table and the 'yes' response is shown, the colour code is not applied.

The report is designed to aid local action planning by understanding whether different groups of respondents have more or less positive views.

To ensure the figures are accurate, rounding is applied at the last stage of the calculation and is rounded to the nearest percentage point. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages shown in the charts in part D.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                   |   |                       | Total Reds                                  | 18                   | 16              | 11       | 11                       | 13       | 13                                    | 4        | 11                          | 12             | 10                              |                                 | 12                           | 9             |                    |              | 12  | 15 |
|-------------------|---|-----------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|-----|----|
|                   |   |                       | Total Greens                                | 85                   | 93              | 110      | 115                      | 114      | 99                                    | 127      | 113                         | 109            | 110                             |                                 | 110                          | 116           |                    |              | 103 | 79 |
|                   |   |                       | Total number of respondents                 | 2673                 | 1096            | 233      | 85                       | 29       | 28                                    | 26       | 53                          | 27             | 18                              | <10                             | 36                           | 25            | <10                | <10          | 13  | 42 |
| Section           | Question  | University of Reading | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |     |    |
|                   |   |                       |   |                      |                 |          |                          |          |                                       |          |                             |                |                                 |                                 |                              |               |                    |              |     |    |
| Work-Life Balance | A1 The University of Reading provides good support to help me balance my work and personal commitments                    | 74                    | 84  | 89                   | 93              | 96       | 86                       | 96       | 84                                    | 85       | 81                          |                | 94                              | 100                             |                              |               | 85                 | 81           |     |    |
|                   | A2 I feel I have a good work-life balance   | 70                    | 81  | 84                   | 93              | 89       | 89                       | 100      | 75                                    | 74       | 75                          |                | 81                              | 92                              |                              |               | 85                 | 83           |     |    |
|                   | A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc) | 77                    | 78  | 77                   | 84              | 75       | 89                       | 88       | 78                                    | 74       | 80                          |                | 75                              | 80                              |                              |               | 62                 | 69           |     |    |
|                   | A4 I believe that if I requested flexible working arrangements, my request would be considered fairly                     | 82                    | 82  | 75                   | 82              | 79       | 81                       | 85       | 73                                    | 70       | 75                          |                | 83                              | 92                              |                              |               | 77                 | 60           |     |    |
|                   | A5 I am able to take advantage of flexible working on an informal basis   | 80                    | 78  | 73                   | 69              | 71       | 63                       | 73       | 76                                    | 85       | 69                          |                | 81                              | 84                              |                              |               | 69                 | 74           |     |    |
| Job Satisfaction  | B1 The University of Reading is a good place to work  | 87                    | 92  | 96                   | 95              | 97       | 89                       | 100      | 96                                    | 100      | 94                          |                | 97                              | 100                             |                              |               | 100                | 95           |     |    |
|                   | B2 Generally, I enjoy my work   | 92                    | 92  | 93                   | 90              | 93       | 81                       | 96       | 94                                    | 100      | 88                          |                | 94                              | 96                              |                              |               | 92                 | 98           |     |    |
|                   | B3 My work is varied and interesting to me  | 91                    | 90  | 90                   | 90              | 90       | 81                       | 100      | 88                                    | 88       | 88                          |                | 92                              | 92                              |                              |               | 77                 | 93           |     |    |
|                   | B4 My work gives me a sense of personal achievement   | 86                    | 85  | 90                   | 88              | 97       | 74                       | 92       | 94                                    | 96       | 94                          |                | 92                              | 92                              |                              |               | 85                 | 88           |     |    |
|                   | B5 I feel inspired to do my best work every day   | 80                    | 81  | 86                   | 88              | 97       | 79                       | 88       | 92                                    | 93       | 88                          |                | 83                              | 80                              |                              |               | 69                 | 83           |     |    |
|                   | B6 I feel I belong to a team  | 81                    | 87  | 88                   | 94              | 96       | 86                       | 100      | 88                                    | 93       | 88                          |                | 86                              | 88                              |                              |               | 85                 | 76           |     |    |
|                   | B7 I feel part of the University of Reading   | 76                    | 81  | 84                   | 91              | 93       | 89                       | 88       | 86                                    | 93       | 81                          |                | 81                              | 80                              |                              |               | 69                 | 83           |     |    |
|                   | B8 I feel valued by the University of Reading   | 59                    | 64  | 74                   | 86              | 93       | 81                       | 81       | 76                                    | 78       | 88                          |                | 72                              | 68                              |                              |               | 38                 | 64           |     |    |
|                   | B9 I feel valued by my colleagues   | 88                    | 91  | 93                   | 95              | 100      | 86                       | 100      | 92                                    | 96       | 88                          |                | 94                              | 92                              |                              |               | 85                 | 88           |     |    |
|                   | B10 I feel valued by students / internal customers  | 85                    | 82  | 85                   | 87              | 82       | 89                       | 88       | 88                                    | 81       | 93                          |                | 81                              | 88                              |                              |               | 85                 | 80           |     |    |
|                   | B11 I feel my job security at the University of Reading is good   | 70                    | 75  | 80                   | 83              | 79       | 78                       | 96       | 90                                    | 89       | 100                         |                | 75                              | 72                              |                              |               | 85                 | 67           |     |    |
|                   | B12 I'm interested in the University of Reading, to me it's not just a job *  | 91                    | 91  | 85                   | 79              | 75       | 75                       | 85       | 84                                    | 85       | 81                          |                | 94                              | 96                              |                              |               | 75                 | 93           |     |    |
| Pay and Benefits  | C1 Overall, I feel the University of Reading offers a good pay and benefits package                                       | 68                    | 73  | 72                   | 72              | 79       | 67                       | 76       | 71                                    | 78       | 59                          |                | 69                              | 60                              |                              |               | 100                | 67           |     |    |
|                   | C2 I feel fairly paid for the work I do   | 60                    | 63  | 62                   | 65              | 79       | 61                       | 58       | 56                                    | 56       | 65                          |                | 61                              | 52                              |                              |               | 92                 | 55           |     |    |
|                   | C3 I think my pay adequately reflects my performance  | 52                    | 54  | 52                   | 55              | 71       | 59                       | 38       | 40                                    | 41       | 47                          |                | 56                              | 48                              |                              |               | 69                 | 51           |     |    |
|                   | C4 I am aware of the University's arrangements for recognising and rewarding good performance                             | 69                    | 73  | 77                   | 73              | 71       | 68                       | 77       | 80                                    | 70       | 94                          |                | 83                              | 80                              |                              |               | 77                 | 71           |     |    |
|                   | C5 I am aware of the benefits offered by the University   | 71                    | 77  | 81                   | 82              | 79       | 74                       | 92       | 79                                    | 78       | 88                          |                | 86                              | 80                              |                              |               | 69                 | 79           |     |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|   |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|---|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|   |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|   |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section   | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Your Role   | D1a I have a clear understanding about my role within the University of Reading                                   | 90                          | 92  | 97                   | 99              | 100      | 96                       | 100      | 98                                    | 96       | 100                         |                | 94                              | 96                              |                              |               | 92                 | 93           |    |
|   | D1b I have a clear understanding about what I am expected to achieve in my job                                    | 89                          | 89  | 95                   | 98              | 96       | 96                       | 100      | 94                                    | 96       | 94                          |                | 94                              | 96                              |                              |               | 100                | 88           |    |
|   | D1c I have a clear understanding about expected standards of performance  | 91                          | 92  | 95                   | 96              | 100      | 89                       | 100      | 96                                    | 96       | 100                         |                | 97                              | 100                             |                              |               | 100                | 86           |    |
|   | D1d I have a clear understanding about expected standards of behaviour  | 96                          | 97  | 98                   | 96              | 100      | 89                       | 100      | 98                                    | 100      | 100                         |                | 100                             | 100                             |                              |               | 100                | 98           |    |
|   | D2 I am satisfied with my current role and level of responsibility  | 76                          | 77  | 84                   | 87              | 86       | 86                       | 92       | 83                                    | 85       | 82                          |                | 83                              | 84                              |                              |               | 77                 | 86           |    |
|   | D3 I am trusted to do my job  | 93                          | 94  | 94                   | 93              | 97       | 86                       | 96       | 96                                    | 93       | 100                         |                | 94                              | 92                              |                              |               | 100                | 93           |    |
|   | D4 The division of responsibilities between staff in my work area feels fair                                      | 68                          | 72  | 77                   | 77              | 70       | 77                       | 88       | 83                                    | 81       | 88                          |                | 83                              | 84                              |                              |               | 62                 | 73           |    |
|   | D5 I have enough freedom to do what is necessary to put students / internal customers first every time            | 77                          | 82  | 85                   | 88              | 88       | 85                       | 92       | 83                                    | 89       | 76                          |                | 89                              | 96                              |                              |               | 100                | 76           |    |
|   | D6 People are willing to help each other even if it means doing something outside their usual activities          | 82                          | 85  | 82                   | 78              | 78       | 71                       | 92       | 86                                    | 89       | 82                          |                | 89                              | 84                              |                              |               | 85                 | 80           |    |
|   | D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload * | 33                          | 41  | 45                   | 56              | 48       | 64                       | 58       | 40                                    | 41       | 47                          |                | 39                              | 44                              |                              |               | 54                 | 34           |    |
|   | D8 I don't worry about work outside my working hours *  | 39                          | 47  | 56                   | 70              | 67       | 79                       | 65       | 42                                    | 41       | 47                          |                | 47                              | 52                              |                              |               | 54                 | 54           |    |
|   | D9 I don't find my current workload too much and I am not struggling to cope *                                    | 61                          | 69  | 71                   | 77              | 67       | 75                       | 92       | 63                                    | 70       | 59                          |                | 69                              | 76                              |                              |               | 77                 | 66           |    |
| D10 I have adequate resources to complete my work                                   | 67  | 71                          | 79  | 87                   | 93              | 81       | 88                       | 75       | 74                                    | 71       |                             | 75             | 84                              |                                 |                              | 77            | 71                 |              |    |
| D11 I don't feel priorities are changed too frequently for me to work efficiently * | 63  | 66                          | 66  | 70                   | 64              | 69       | 77                       | 60       | 50                                    | 65       |                             | 67             | 60                              |                                 |                              | 69            | 60                 |              |    |
| Considering Leaving   | E1 I don't think about leaving the University *   | 65                          | 68  | 77                   | 80              | 79       | 70                       | 92       | 78                                    | 78       | 73                          |                | 75                              | 80                              |                              |               | 58                 | 76           |    |
|   | E2 I'm not actively seeking to leave my job here at the University *  | 82                          | 83  | 87                   | 87              | 86       | 78                       | 96       | 88                                    | 85       | 88                          |                | 89                              | 92                              |                              |               | 83                 | 85           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

■ indicates 'strength' = agreement from 75% or more of employees.

■ indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                                      |  | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|--------------------------------------|--|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                                      |  | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                                      |  | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                              | Question   | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Performance Development Review (PDR) | F1 Have you been employed by the University of Reading for over a year?  | 83                          | 81  | 86                   | 81              | 88       | 64                       | 92       | 85                                    | 89       | 78                          |                | 97                              | 96                              |                              |               | 92                 | 83           |    |
|                                      | F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^  | 75                          | 71  | 79                   | 77              | 59       | 72                       | 96       | 63                                    | 60       | 71                          |                | 86                              | 83                              |                              |               | 100                | 85           |    |
|                                      | F3 Was your Performance Development Review (PDR) useful for you? ^   | 68                          | 68  | 64                   | 57              | 46       | 69                       | 57       | 80                                    | 64       | 90                          |                | 67                              | 60                              |                              |               | 83                 | 52           |    |
|                                      | F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^  | 85                          | 84  | 85                   | 84              | 69       | 85                       | 95       | 88                                    | 83       | 90                          |                | 93                              | 90                              |                              |               | 100                | 72           |    |
|                                      | F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^  | 64                          | 72  | 75                   | 70              | 77       | 62                       | 73       | 81                                    | 67       | 90                          |                | 80                              | 75                              |                              |               | 83                 | 69           |    |
|                                      | F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^   | 74                          | 75  | 79                   | 76              | 62       | 85                       | 82       | 85                                    | 83       | 80                          |                | 90                              | 84                              |                              |               | 83                 | 62           |    |
|                                      | F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^   | 43                          | 51  | 45                   | 40              | 33       | 40                       | 100      | 62                                    | 43       | 75                          |                | 40                              | 25                              |                              |               | 0                  | 20           |    |
| Learning and Development             | G1 I feel that I am given the same opportunities to develop as other staff   | 78                          | 79  | 84                   | 85              | 77       | 85                       | 96       | 81                                    | 78       | 83                          |                | 89                              | 84                              |                              |               | 92                 | 78           |    |
|                                      | G2 I am satisfied with my current level of learning and development  | 75                          | 72  | 82                   | 83              | 69       | 78                       | 100      | 81                                    | 85       | 78                          |                | 83                              | 80                              |                              |               | 77                 | 81           |    |
|                                      | G3 I have received sufficient training to enable me to do my job well  | 80                          | 81  | 90                   | 92              | 89       | 89                       | 96       | 89                                    | 85       | 100                         |                | 83                              | 84                              |                              |               | 100                | 88           |    |
|                                      | G4 Overall, I feel that the University of Reading provides appropriate development opportunities   | 77                          | 76  | 86                   | 90              | 92       | 82                       | 96       | 88                                    | 81       | 100                         |                | 86                              | 84                              |                              |               | 85                 | 73           |    |
| University Executive Board (UEB)     | H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well  | 61                          | 69  | 79                   | 84              | 87       | 77                       | 92       | 89                                    | 84       | 100                         |                | 85                              | 88                              |                              |               | 73                 | 57           |    |
|                                      | H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed                   | 69                          | 72  | 77                   | 82              | 81       | 73                       | 96       | 87                                    | 84       | 93                          |                | 85                              | 83                              |                              |               | 73                 | 52           |    |
|                                      | H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers | 69                          | 73  | 81                   | 86              | 86       | 80                       | 92       | 85                                    | 84       | 87                          |                | 82                              | 78                              |                              |               | 82                 | 68           |    |
|                                      | H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff                                | 43                          | 50  | 63                   | 70              | 80       | 57                       | 77       | 74                                    | 68       | 87                          |                | 70                              | 70                              |                              |               | 55                 | 35           |    |
|                                      | H5 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community                    | 69                          | 75  | 81                   | 87              | 90       | 83                       | 92       | 89                                    | 88       | 93                          |                | 81                              | 82                              |                              |               | 64                 | 67           |    |
|                                      | H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations                  | 76                          | 81  | 85                   | 90              | 90       | 85                       | 96       | 91                                    | 92       | 87                          |                | 84                              | 83                              |                              |               | 73                 | 69           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

Prepared by Capita Surveys and Research

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

■ indicates 'strength' = agreement from 75% or more of employees.

■ indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                    |  | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|--------------------|--|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                    |  | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                    |  | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section            | Question   | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Culture and Values | I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?   | 70                          | 73  | 65                   | 61              | 52       | 64                       | 69       | 65                                    | 57       | 67                          |                | 71                              | 58                              |                              |               | 62                 | 68           |    |
|                    | I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^  | 81                          | 81  | 76                   | 87              | 75       | 88                       | 94       | 67                                    | 75       | 67                          |                | 61                              | 92                              |                              |               | 88                 | 78           |    |
|                    | I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^  | 64                          | 65  | 61                   | 78              | 75       | 75                       | 82       | 55                                    | 64       | 50                          |                | 39                              | 69                              |                              |               | 75                 | 58           |    |
|                    | I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^   | 63                          | 66  | 73                   | 86              | 78       | 75                       | 100      | 63                                    | 67       | 67                          |                | 59                              | 75                              |                              |               | 63                 | 77           |    |
|                    | I5 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them ^   | 64                          | 65  | 72                   | 89              | 75       | 88                       | 100      | 67                                    | 67       | 75                          |                | 43                              | 69                              |                              |               | 63                 | 77           |    |
|                    | I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^  | 69                          | 77  | 81                   | 89              | 82       | 81                       | 100      | 87                                    | 75       | 92                          |                | 73                              | 92                              |                              |               | 57                 | 81           |    |
|                    | I7 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026' ^ | 64                          | 73  | 74                   | 81              | 67       | 73                       | 100      | 70                                    | 75       | 67                          |                | 74                              | 83                              |                              |               | 75                 | 71           |    |
|                    | I8 I feel the University of Reading delivers good quality service to students / internal customers   | 83                          | 86  | 91                   | 90              | 88       | 86                       | 100      | 92                                    | 96       | 88                          |                | 94                              | 96                              |                              |               | 62                 | 97           |    |
|                    | I9 I feel my Department / School / Function delivers good quality service to students / internal customers   | 92                          | 93  | 93                   | 94              | 87       | 96                       | 100      | 92                                    | 88       | 100                         |                | 97                              | 96                              |                              |               | 77                 | 95           |    |
|                    | I10 I feel proud to work for the University of Reading   | 85                          | 89  | 92                   | 93              | 96       | 89                       | 92       | 90                                    | 88       | 94                          |                | 100                             | 100                             |                              |               | 100                | 85           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

■ indicates 'strength' = agreement from 75% or more of employees.

■ indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                                    |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|------------------------------------|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                                    |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                                    |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                            | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Culture and Values (continued)     | I11 Would you recommend the University of Reading to a friend as a place to work?   | 81                          | 85  | 90                   | 95              | 96       | 93                       | 96       | 90                                    | 85       | 100                         |                | 89                              | 88                              |                              |               | 85                 | 86           |    |
|                                    | I12 Would you recommend the University of Reading to a friend as a place to study?  | 89                          | 91  | 97                   | 100             | 100      | 100                      | 100      | 96                                    | 96       | 94                          |                | 100                             | 100                             |                              |               | 85                 | 93           |    |
|                                    | I13 Are you aware of the University Values for Working Together and Professional Behaviours?  | 63                          | 68  | 63                   | 60              | 50       | 68                       | 60       | 59                                    | 52       | 71                          |                | 60                              | 63                              |                              |               | 62                 | 76           |    |
|                                    | I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB ^  | 76                          | 79  | 80                   | 89              | 88       | 100                      | 75       | 96                                    | 89       | 100                         |                | 78                              | 85                              |                              |               | 88                 | 58           |    |
|                                    | I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^ | 85                          | 85  | 88                   | 83              | 88       | 88                       | 75       | 91                                    | 89       | 90                          |                | 89                              | 100                             |                              |               | 100                | 87           |    |
|                                    | I16 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function ^                       | 88                          | 88  | 87                   | 85              | 78       | 89                       | 85       | 96                                    | 100      | 90                          |                | 100                             | 100                             |                              |               | 88                 | 74           |    |
|                                    | I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^                                     | 92                          | 95  | 94                   | 88              | 78       | 89                       | 93       | 96                                    | 100      | 90                          |                | 100                             | 100                             |                              |               | 100                | 94           |    |
| Your School or Function Leadership | J1 My School / Function Leadership Team manage and lead our School / Function well  | 83                          | 81  | 84                   | 87              | 84       | 84                       | 91       | 87                                    | 87       | 87                          |                | 86                              | 83                              |                              |               | 85                 | 76           |    |
|                                    | J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function  | 76                          | 73  | 81                   | 84              | 84       | 78                       | 91       | 82                                    | 83       | 80                          |                | 77                              | 75                              |                              |               | 77                 | 78           |    |
|                                    | J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers  | 85                          | 84  | 83                   | 87              | 82       | 85                       | 91       | 84                                    | 83       | 87                          |                | 86                              | 88                              |                              |               | 77                 | 75           |    |
|                                    | J4 My School / Function Leadership Team listen to and respond to the views of staff   | 75                          | 75  | 79                   | 86              | 78       | 85                       | 92       | 76                                    | 74       | 73                          |                | 80                              | 88                              |                              |               | 69                 | 73           |    |
|                                    | J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions   | 81                          | 83  | 84                   | 86              | 89       | 75                       | 96       | 80                                    | 83       | 71                          |                | 91                              | 96                              |                              |               | 77                 | 80           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                           |  | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|---------------------------|--|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                           |  | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                           |  | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                   | Question   | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Your Manager / Supervisor | K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well          | 86                          | 88  | 91                   | 94              | 96       | 89                       | 96       | 91                                    | 93       | 89                          |                | 89                              | 92                              |                              |               | 92                 | 83           |    |
|                           | K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed  | 88                          | 89  | 90                   | 94              | 96       | 89                       | 96       | 91                                    | 89       | 89                          |                | 92                              | 96                              |                              |               | 92                 | 81           |    |
|                           | K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable   | 93                          | 93  | 93                   | 94              | 96       | 89                       | 96       | 96                                    | 100      | 89                          |                | 92                              | 96                              |                              |               | 77                 | 90           |    |
|                           | K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis                        | 93                          | 94  | 92                   | 92              | 93       | 89                       | 96       | 88                                    | 93       | 89                          |                | 94                              | 96                              |                              |               | 100                | 93           |    |
|                           | K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me  | 90                          | 90  | 89                   | 90              | 89       | 86                       | 96       | 89                                    | 89       | 89                          |                | 94                              | 92                              |                              |               | 85                 | 83           |    |
|                           | K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well                         | 84                          | 86  | 89                   | 88              | 89       | 86                       | 88       | 91                                    | 93       | 89                          |                | 94                              | 96                              |                              |               | 100                | 78           |    |
|                           | K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance                  | 79                          | 80  | 86                   | 91              | 92       | 89                       | 96       | 85                                    | 89       | 83                          |                | 94                              | 96                              |                              |               | 92                 | 68           |    |
|                           | K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best                            | 74                          | 76  | 81                   | 79              | 81       | 70                       | 88       | 83                                    | 89       | 72                          |                | 88                              | 92                              |                              |               | 85                 | 71           |    |
|                           | K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about              | 81                          | 82  | 83                   | 87              | 89       | 85                       | 88       | 85                                    | 93       | 78                          |                | 83                              | 88                              |                              |               | 77                 | 76           |    |
|                           | K10 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively                        | 72                          | 74  | 77                   | 79              | 85       | 73                       | 77       | 81                                    | 93       | 65                          |                | 84                              | 83                              |                              |               | 69                 | 67           |    |
|                           | K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work | 81                          | 83  | 83                   | 85              | 88       | 85                       | 85       | 83                                    | 93       | 72                          |                | 86                              | 92                              |                              |               | 92                 | 76           |    |
|                           | K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work                   | 79                          | 80  | 84                   | 90              | 92       | 86                       | 92       | 83                                    | 93       | 72                          |                | 83                              | 88                              |                              |               | 85                 | 71           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.



## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                              |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|------------------------------|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                              |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                              |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                      | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Health, Safety and Wellbeing | L1 I am satisfied that my personal safety is treated seriously at work                              | 95                          | 95  | 95                   | 94              | 93       | 93                       | 96       | 96                                    | 93       | 100                         |                | 97                              | 100                             |                              |               | 92                 | 95           |    |
|                              | L2 I feel safe and secure in my working environment   | 96                          | 96  | 95                   | 94              | 96       | 89                       | 96       | 98                                    | 96       | 100                         |                | 97                              | 100                             |                              |               | 100                | 90           |    |
|                              | L3 I feel the University is interested in my physical wellbeing                                     | 78                          | 83  | 90                   | 94              | 92       | 93                       | 96       | 87                                    | 85       | 94                          |                | 97                              | 100                             |                              |               | 85                 | 85           |    |
|                              | L4 I feel the University is interested in my mental wellbeing                                       | 68                          | 75  | 86                   | 91              | 88       | 89                       | 96       | 88                                    | 85       | 94                          |                | 86                              | 88                              |                              |               | 85                 | 76           |    |
|                              | L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing | 62                          | 70  | 79                   | 81              | 81       | 85                       | 77       | 82                                    | 81       | 88                          |                | 86                              | 88                              |                              |               | 77                 | 66           |    |
|                              | L6 The University provides a satisfying work environment  | 79                          | 81  | 87                   | 90              | 92       | 79                       | 100      | 87                                    | 93       | 83                          |                | 86                              | 88                              |                              |               | 77                 | 83           |    |
|                              | L7 Are you aware of the Employee Assistance Programme?  | 40                          | 49  | 50                   | 44              | 26       | 50                       | 54       | 47                                    | 36       | 53                          |                | 58                              | 56                              |                              |               | 38                 | 64           |    |
| Working at the University    | M1 I can decide on my own how to go about doing my work   | 93                          | 92  | 90                   | 90              | 86       | 96                       | 92       | 87                                    | 96       | 83                          |                | 94                              | 96                              |                              |               | 92                 | 88           |    |
|                              | M2 I am satisfied with the support I get from my immediate manager                                  | 86                          | 86  | 86                   | 93              | 100      | 86                       | 92       | 74                                    | 81       | 67                          |                | 91                              | 96                              |                              |               | 85                 | 81           |    |
|                              | M3 I am satisfied with the support I get from my work colleagues                                    | 90                          | 91  | 90                   | 87              | 86       | 86                       | 92       | 90                                    | 93       | 82                          |                | 97                              | 100                             |                              |               | 92                 | 88           |    |
|                              | M4 There are usually sufficient people in the team I am working in to handle our workload           | 61                          | 66  | 74                   | 74              | 65       | 86                       | 77       | 72                                    | 74       | 72                          |                | 72                              | 80                              |                              |               | 92                 | 73           |    |
|                              | M5 Relationships at work are not strained *   | 75                          | 76  | 67                   | 70              | 56       | 64                       | 88       | 54                                    | 52       | 53                          |                | 75                              | 80                              |                              |               | 62                 | 71           |    |
|                              | M6 I am able to handle all the conflicting demands on my time at work *                             | 66                          | 70  | 68                   | 67              | 41       | 71                       | 92       | 69                                    | 72       | 65                          |                | 61                              | 72                              |                              |               | 69                 | 71           |    |
|                              | M7 I have the right equipment to do my job  | 83                          | 87  | 90                   | 93              | 93       | 89                       | 96       | 88                                    | 88       | 83                          |                | 94                              | 96                              |                              |               | 100                | 79           |    |
|                              | M8 I'm not required to do unimportant tasks which prevent me completing more important ones *       | 54                          | 64  | 63                   | 74              | 70       | 85                       | 69       | 57                                    | 56       | 67                          |                | 47                              | 52                              |                              |               | 54                 | 63           |    |
|                              | M9 I am able to take regular breaks on most days  | 69                          | 74  | 78                   | 73              | 52       | 74                       | 88       | 77                                    | 81       | 78                          |                | 89                              | 96                              |                              |               | 77                 | 78           |    |
|                              | M10 I have a place I can go to take a break at work   | 78                          | 76  | 76                   | 62              | 48       | 68                       | 65       | 90                                    | 85       | 94                          |                | 83                              | 88                              |                              |               | 100                | 74           |    |
|                              | M11 I never feel stressed at work *   | 9                           | 11  | 18                   | 24              | 14       | 29                       | 31       | 15                                    | 11       | 22                          |                | 8                               | 8                               |                              |               | 8                  | 21           |    |
|                              | M12 Overall, I don't feel unduly stressed at work * ^   | 69                          | 74  | 78                   | 82              | 83       | 72                       | 89       | 74                                    | 73       | 79                          |                | 84                              | 95                              |                              |               | 83                 | 67           |    |
| Harassment and Bullying      | N1 I'm not currently being harassed or bullied at work? *   | 97                          | 98  | 96                   | 95              | 96       | 93                       | 96       | 98                                    | 96       | 100                         |                | 97                              | 96                              |                              |               | 92                 | 98           |    |
|                              | N6 Are you aware of the Health Advocacy Respect and Care Advisors?                                  | 23                          | 27  | 38                   | 36              | 19       | 36                       | 56       | 39                                    | 40       | 38                          |                | 43                              | 50                              |                              |               | 31                 | 43           |    |
|                              | N7 Are you aware of the University's Harassment Advisors?   | 35                          | 40  | 47                   | 41              | 19       | 43                       | 65       | 39                                    | 40       | 31                          |                | 60                              | 58                              |                              |               | 46                 | 60           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.



## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                         |  | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|-------------------------|--|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                         |  | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                         |  | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                 | Question   | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Diversity and Inclusion | O1 I believe the University of Reading is committed to equality of opportunity for all of its staff  | 91                          | 93  | 94                   | 98              | 100      | 96                       | 96       | 90                                    | 89       | 94                          |                | 89                              | 92                              |                              |               | 100                | 93           |    |
|                         | O2 I am aware of the University's priorities for Diversity and Inclusion   | 91                          | 92  | 93                   | 92              | 79       | 96                       | 100      | 92                                    | 93       | 94                          |                | 91                              | 92                              |                              |               | 100                | 95           |    |
|                         | O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students   | 95                          | 95  | 96                   | 95              | 85       | 100                      | 100      | 96                                    | 96       | 100                         |                | 97                              | 96                              |                              |               | 100                | 95           |    |
|                         | O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment  | 94                          | 94  | 94                   | 90              | 93       | 80                       | 100      | 98                                    | 100      | 94                          |                | 100                             | 100                             |                              |               | 100                | 90           |    |
|                         | O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion                                     | 82                          | 84  | 84                   | 81              | 82       | 72                       | 92       | 90                                    | 93       | 88                          |                | 89                              | 88                              |                              |               | 85                 | 79           |    |
|                         | O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff * | 90                          | 91  | 87                   | 86              | 74       | 84                       | 100      | 84                                    | 81       | 83                          |                | 97                              | 100                             |                              |               | 92                 | 83           |    |
|                         | O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *               | 96                          | 97  | 92                   | 90              | 85       | 92                       | 92       | 86                                    | 81       | 89                          |                | 100                             | 100                             |                              |               | 92                 | 95           |    |
|                         | O6a The University of Reading respects people equally regardless of their gender   | 92                          | 93  | 96                   | 94              | 93       | 88                       | 100      | 100                                   | 100      | 100                         |                | 92                              | 96                              |                              |               | 100                | 95           |    |
|                         | O6b The University of Reading respects people equally regardless of their nationality / race   | 95                          | 96  | 95                   | 94              | 93       | 88                       | 100      | 96                                    | 100      | 94                          |                | 100                             | 100                             |                              |               | 100                | 93           |    |
|                         | O6c The University of Reading respects people equally regardless of their disability status  | 96                          | 97  | 96                   | 94              | 90       | 92                       | 100      | 100                                   | 100      | 100                         |                | 100                             | 100                             |                              |               | 100                | 93           |    |
|                         | O6d The University of Reading respects people equally regardless of their age  | 92                          | 93  | 95                   | 91              | 89       | 88                       | 96       | 98                                    | 96       | 100                         |                | 91                              | 96                              |                              |               | 100                | 98           |    |
|                         | O6e The University of Reading respects people equally regardless of their sexual orientation   | 98                          | 99  | 97                   | 95              | 93       | 92                       | 100      | 98                                    | 100      | 94                          |                | 100                             | 100                             |                              |               | 100                | 98           |    |
|                         | O6f The University of Reading respects people equally regardless of their religion or beliefs  | 98                          | 98  | 96                   | 95              | 93       | 92                       | 100      | 98                                    | 100      | 94                          |                | 100                             | 100                             |                              |               | 100                | 93           |    |
|                         | O7 I have not felt discriminated against at work in the last 12 months? *  | 92                          | 94  | 96                   | 91              | 85       | 93                       | 96       | 98                                    | 100      | 94                          |                | 100                             | 100                             |                              |               | 92                 | 98           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|   |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|---|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|   |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|   |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section   |   | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
|   | Question  |                             |   |                      |                 |          |                          |          |                                       |          |                             |                |                                 |                                 |                              |               |                    |              |    |
| Communication   | P1a I receive information in a timely way in regard to local issues in my area of work                            | 81                          | 80  | 84                   | 88              | 85       | 85                       | 96       | 88                                    | 96       | 83                          |                | 83                              | 88                              |                              |               | 75                 | 74           |    |
|   | P1b I receive information in a timely way in regard to wider University issues                                    | 76                          | 76  | 78                   | 84              | 89       | 81                       | 81       | 86                                    | 92       | 78                          |                | 75                              | 76                              |                              |               | 75                 | 64           |    |
|   | P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work | 89                          | 89  | 90                   | 91              | 92       | 85                       | 96       | 94                                    | 100      | 94                          |                | 89                              | 92                              |                              |               | 92                 | 83           |    |
|   | P2b The information I receive is straightforward and I understand it in regard to wider University issues         | 80                          | 83  | 82                   | 84              | 81       | 85                       | 84       | 83                                    | 88       | 82                          |                | 78                              | 68                              |                              |               | 67                 | 88           |    |
|   | P3 There are opportunities for me to feed my views upwards in the University of Reading                           | 57                          | 63  | 76                   | 80              | 76       | 74                       | 88       | 84                                    | 76       | 89                          |                | 67                              | 76                              |                              |               | 69                 | 71           |    |
|   | P4 I know where to find information about important decisions made at the University of Reading                   | 56                          | 60  | 68                   | 75              | 71       | 71                       | 85       | 77                                    | 81       | 67                          |                | 61                              | 68                              |                              |               | 62                 | 56           |    |
|   | P5 On the whole, communication in the University of Reading is effective  | 60                          | 63  | 68                   | 77              | 80       | 70                       | 81       | 80                                    | 77       | 82                          |                | 58                              | 68                              |                              |               | 69                 | 48           |    |
|   | P6 Communication between senior management and staff is effective   | 54                          | 58  | 69                   | 73              | 73       | 63                       | 85       | 71                                    | 70       | 72                          |                | 72                              | 80                              |                              |               | 69                 | 56           |    |
| P7 On the whole, the different parts of the University of Reading communicate effectively with each other | 42  | 43                          | 56  | 57                   | 75              | 40       | 60                       | 66       | 68                                    | 61       |                             | 56             | 64                              |                                 |                              | 58            | 44                 |              |    |
| Staff Involvement   | Q1 I feel there are adequate opportunities to raise points of concern   | 64                          | 69  | 78                   | 88              | 96       | 79                       | 88       | 74                                    | 64       | 83                          |                | 75                              | 80                              |                              |               | 77                 | 67           |    |
|   | Q2 I feel able to voice my opinions   | 71                          | 75  | 81                   | 85              | 88       | 75                       | 92       | 79                                    | 81       | 78                          |                | 83                              | 84                              |                              |               | 92                 | 69           |    |
|   | Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so                         | 72                          | 75  | 81                   | 85              | 92       | 71                       | 92       | 87                                    | 85       | 83                          |                | 75                              | 84                              |                              |               | 85                 | 71           |    |
|   | Q4 I am personally encouraged to look for ways to improve the way we do things                                    | 69                          | 73  | 76                   | 78              | 74       | 71                       | 88       | 77                                    | 81       | 72                          |                | 81                              | 84                              |                              |               | 92                 | 62           |    |
|   | Q5 I am confident my ideas or suggestions will be listened to   | 60                          | 65  | 71                   | 70              | 74       | 63                       | 73       | 77                                    | 77       | 80                          |                | 69                              | 72                              |                              |               | 69                 | 66           |    |
|   | Q6 I feel the University genuinely listens to staff views during consultations                                    | 43                          | 49  | 64                   | 70              | 74       | 63                       | 73       | 75                                    | 73       | 78                          |                | 66                              | 71                              |                              |               | 54                 | 40           |    |
|   | Q7 I am confident I will get feedback on my ideas or suggestions  | 51                          | 56  | 65                   | 68              | 68       | 61                       | 73       | 74                                    | 74       | 75                          |                | 58                              | 64                              |                              |               | 77                 | 51           |    |
|   | Q8a I feel there is good co-operation between teams in my department  | 83                          | 83  | 82                   | 85              | 74       | 89                       | 92       | 87                                    | 81       | 94                          |                | 89                              | 100                             |                              |               | 54                 | 74           |    |
| Q8b I feel there is good co-operation between different departments                                       | 62  | 64                          | 73  | 70                   | 91              | 65       | 62                       | 73       | 67                                    | 78       |                             | 83             | 92                              |                                 |                              | 69            | 68                 |              |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                 |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|-----------------|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                 |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                 |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section         | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Managing Change | R1 The current pace of change in the University of Reading is about right                       | 27                          | 32  | 41                   | 41              | 41       | 23                       | 65       | 50                                    | 54       | 47                          |                | 33                              | 36                              |                              |               | 38                 | 41           |    |
|                 | R2 In my opinion the recent PAS changes were well planned                                       | 17                          | 20  | 33                   | 42              | 54       | 29                       | 52       | 42                                    | 44       | 38                          |                | 16                              | 19                              |                              |               | 31                 | 26           |    |
|                 | R3 In my opinion the recent PAS changes were well explained                                     | 25                          | 29  | 41                   | 43              | 69       | 25                       | 50       | 58                                    | 61       | 62                          |                | 23                              | 29                              |                              |               | 46                 | 37           |    |
|                 | R4 In my opinion other recent changes (not PAS) have been well planned                          | 38                          | 43  | 51                   | 59              | 85       | 39                       | 67       | 50                                    | 56       | 55                          |                | 56                              | 62                              |                              |               | 50                 | 36           |    |
|                 | R5 In my opinion other recent changes (not PAS) have been well explained                        | 39                          | 44  | 49                   | 49              | 69       | 32                       | 57       | 54                                    | 58       | 55                          |                | 53                              | 62                              |                              |               | 50                 | 40           |    |
|                 | R6a Generally, change within my department is managed well                                      | 72                          | 70  | 79                   | 79              | 88       | 68                       | 83       | 85                                    | 83       | 88                          |                | 88                              | 87                              |                              |               | 77                 | 62           |    |
|                 | R6b Generally, change within the University of Reading is managed well                          | 36                          | 40  | 61                   | 70              | 94       | 52                       | 75       | 68                                    | 77       | 67                          |                | 53                              | 57                              |                              |               | 83                 | 40           |    |
|                 | R6c Generally, the process of change does not cause me concern and worry *                      | 49                          | 56  | 53                   | 46              | 24       | 48                       | 63       | 57                                    | 50       | 59                          |                | 65                              | 61                              |                              |               | 54                 | 55           |    |
|                 | R6d Generally, I don't feel more could be done to help staff prepare for and cope with change * | 18                          | 19  | 21                   | 14              | 0        | 12                       | 26       | 27                                    | 24       | 31                          |                | 31                              | 18                              |                              |               | 23                 | 16           |    |
|                 | R6e Generally, I have seen some positive changes in the last 12 months                          | 55                          | 66  | 71                   | 73              | 81       | 60                       | 79       | 77                                    | 82       | 71                          |                | 70                              | 59                              |                              |               | 54                 | 69           |    |
|                 | R6f Generally, I think things will improve in the next 12 months                                | 61                          | 72  | 73                   | 78              | 88       | 64                       | 83       | 77                                    | 73       | 87                          |                | 65                              | 57                              |                              |               | 58                 | 71           |    |
|                 | R7 I feel action will be taken as a result of this survey                                       | 54                          | 60  | 68                   | 72              | 82       | 65                       | 69       | 73                                    | 65       | 93                          |                | 58                              | 60                              |                              |               | 77                 | 63           |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

■ indicates 'strength' = agreement from 75% or more of employees.

■ indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|----------------|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section        | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Comment Themes | S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to? |                             |   |                      |                 |          |                          |          |                                       |          |                             |                |                                 |                                 |                              |               |                    |              |    |
|                | Being Treated Fairly / Diversity & Inclusion  | 4                           | 4   | 4                    | 7               | 17       | 5                        | 6        | 4                                     | 11       | 0                           |                | 0                               | 0                               |                              |               | 0                  | 0            |    |
|                | Communication   | 10                          | 16  | 17                   | 9               | 0        | 14                       | 6        | 35                                    | 33       | 33                          |                | 19                              | 23                              |                              |               | 22                 | 11           |    |
|                | Facilities / Environment  | 7                           | 5   | 6                    | 7               | 0        | 14                       | 0        | 4                                     | 11       | 0                           |                | 10                              | 8                               |                              |               | 0                  | 7            |    |
|                | Feeling Valued / Supported  | 7                           | 6   | 8                    | 4               | 0        | 0                        | 12       | 9                                     | 11       | 11                          |                | 14                              | 8                               |                              |               | 0                  | 11           |    |
|                | Health and Wellbeing  | 4                           | 5   | 5                    | 7               | 0        | 5                        | 12       | 0                                     | 0        | 0                           |                | 5                               | 0                               |                              |               | 0                  | 7            |    |
|                | Job Satisfaction  | 1                           | 1   | 2                    | 2               | 0        | 5                        | 0        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 11                 | 0            |    |
|                | Job Security  | 3                           | 1   | 4                    | 4               | 0        | 5                        | 6        | 9                                     | 11       | 0                           |                | 0                               | 0                               |                              |               | 0                  | 4            |    |
|                | Managing Change   | 3                           | 5   | 5                    | 7               | 33       | 5                        | 0        | 0                                     | 0        | 0                           |                | 5                               | 8                               |                              |               | 0                  | 7            |    |
|                | Management – Immediate / Local  | 3                           | 2   | 3                    | 7               | 0        | 10                       | 6        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 4            |    |
|                | Pay & Benefits  | 9                           | 10  | 20                   | 31              | 33       | 19                       | 41       | 30                                    | 11       | 56                          |                | 19                              | 31                              |                              |               | 0                  | 0            |    |
|                | PAS / Re-organisation   | 15                          | 11  | 6                    | 2               | 0        | 5                        | 0        | 4                                     | 11       | 0                           |                | 0                               | 0                               |                              |               | 44                 | 7            |    |
|                | Relationships / Co-operation  | 3                           | 4   | 1                    | 2               | 0        | 0                        | 6        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 0            |    |
|                | Role & Responsibilities   | 4                           | 3   | 1                    | 2               | 0        | 5                        | 0        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 0            |    |
|                | Student / Internal Customer Satisfaction  | 2                           | 1   | 0                    | 0               | 0        | 0                        | 0        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 0            |    |
|                | Senior Management   | 9                           | 9   | 6                    | 2               | 0        | 5                        | 0        | 0                                     | 0        | 0                           |                | 10                              | 8                               |                              |               | 0                  | 15           |    |
|                | Systems / Processes   | 8                           | 6   | 2                    | 0               | 0        | 0                        | 0        | 0                                     | 0        | 0                           |                | 5                               | 8                               |                              |               | 0                  | 7            |    |
|                | Training, Development & Progression   | 5                           | 7   | 6                    | 2               | 17       | 0                        | 0        | 4                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 22                 | 15           |    |
|                | Other   | 4                           | 4   | 5                    | 4               | 0        | 5                        | 6        | 0                                     | 0        | 0                           |                | 14                              | 8                               |                              |               | 0                  | 4            |    |

^ Subset question(s), \* Negatively worded question(s) - See 'Understanding strength analysis' section.

## Internal benchmarking for Estates & Facilities

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 Reading, then area of work and associated department / teams. Green coloured cells indicate scores 75% and over and red is 50% and under.

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

  indicates 'strength' = agreement from 75% or more of employees.

  indicates 'areas for improvement' = agreement from 50% or fewer employees.

|                            |   | Total Reds                  | 18  | 16                   | 11              | 11       | 13                       | 13       | 4                                     | 11       | 12                          | 10             |                                 | 12                              | 9                            |               |                    | 12           | 15 |
|----------------------------|---|-----------------------------|---|----------------------|-----------------|----------|--------------------------|----------|---------------------------------------|----------|-----------------------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------|--------------------|--------------|----|
|                            |   | Total Greens                | 85  | 93                   | 110             | 115      | 114                      | 99       | 127                                   | 113      | 109                         | 110            |                                 | 110                             | 116                          |               |                    | 103          | 79 |
|                            |   | Total number of respondents | 2673  | 1096                 | 233             | 85       | 29                       | 28       | 26                                    | 53       | 27                          | 18             | <10                             | 36                              | 25                           | <10           | <10                | 13           | 42 |
| Section                    | Question  | University of Reading       | Management / Professional Service and other | Estates & Facilities | Campus Services | Cleaning | Portering & All other CS | Security | Catering, Hotel & Conference Services | Catering | Hotel & Conference Services | All other CHCS | Maintenance & Business Services | Building & Maintenance Services | Grounds Maintenance Services | All other MBS | Sport & Recreation | All other EF |    |
| Comment Themes (Continued) | S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to? |                             |   |                      |                 |          |                          |          |                                       |          |                             |                |                                 |                                 |                              |               |                    |              |    |
|                            | Being Treated Fairly / Diversity & Inclusion  | 6                           | 6   | 9                    | 8               | 0        | 6                        | 13       | 18                                    | 22       | 0                           |                | 5                               | 8                               |                              |               | 11                 | 4            |    |
|                            | Communication   | 1                           | 1   | 1                    | 0               | 0        | 0                        | 0        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 11                 | 0            |    |
|                            | Facilities / Environment  | 12                          | 13  | 16                   | 13              | 17       | 18                       | 6        | 9                                     | 11       | 0                           |                | 21                              | 15                              |                              |               | 11                 | 27           |    |
|                            | Feeling Valued / Supported  | 12                          | 12  | 11                   | 10              | 0        | 12                       | 13       | 14                                    | 22       | 11                          |                | 11                              | 8                               |                              |               | 22                 | 8            |    |
|                            | Health and Wellbeing  | 5                           | 5   | 8                    | 10              | 17       | 18                       | 0        | 0                                     | 0        | 0                           |                | 11                              | 15                              |                              |               | 0                  | 12           |    |
|                            | Job Satisfaction  | 14                          | 13  | 9                    | 15              | 17       | 12                       | 19       | 5                                     | 11       | 0                           |                | 0                               | 0                               |                              |               | 0                  | 12           |    |
|                            | Job Security  | 3                           | 3   | 9                    | 8               | 0        | 6                        | 13       | 9                                     | 11       | 11                          |                | 16                              | 23                              |                              |               | 0                  | 4            |    |
|                            | Managing Change   | 0                           | 1   | 1                    | 3               | 0        | 0                        | 6        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 0            |    |
|                            | Management – Immediate / Local  | 5                           | 4   | 3                    | 0               | 0        | 0                        | 0        | 14                                    | 0        | 22                          |                | 5                               | 8                               |                              |               | 0                  | 0            |    |
|                            | Pay & Benefits  | 4                           | 5   | 6                    | 8               | 17       | 12                       | 0        | 9                                     | 11       | 11                          |                | 0                               | 0                               |                              |               | 22                 | 0            |    |
|                            | PAS / Re-organisation   | 1                           | 1   | 1                    | 0               | 0        | 0                        | 0        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 0                  | 4            |    |
|                            | Relationships / Co-operation  | 16                          | 15  | 9                    | 10              | 17       | 0                        | 19       | 0                                     | 0        | 0                           |                | 11                              | 15                              |                              |               | 11                 | 12           |    |
|                            | Role & Responsibilities   | 3                           | 3   | 3                    | 0               | 0        | 0                        | 0        | 5                                     | 0        | 11                          |                | 5                               | 8                               |                              |               | 0                  | 4            |    |
|                            | Student / Internal Customer Satisfaction  | 3                           | 3   | 2                    | 0               | 0        | 0                        | 0        | 5                                     | 11       | 0                           |                | 5                               | 0                               |                              |               | 0                  | 0            |    |
|                            | Senior Management   | 2                           | 1   | 2                    | 3               | 0        | 0                        | 6        | 0                                     | 0        | 0                           |                | 0                               | 0                               |                              |               | 11                 | 0            |    |
|                            | Systems / Processes   | 1                           | 1   | 1                    | 0               | 0        | 0                        | 0        | 0                                     | 0        | 0                           |                | 5                               | 0                               |                              |               | 0                  | 0            |    |
|                            | Training, Development & Progression   | 6                           | 6   | 5                    | 3               | 0        | 6                        | 0        | 9                                     | 0        | 22                          |                | 0                               | 0                               |                              |               | 0                  | 12           |    |
|                            | Other   | 7                           | 7   | 6                    | 10              | 17       | 12                       | 6        | 5                                     | 0        | 11                          |                | 5                               | 0                               |                              |               | 0                  | 4            |    |

## Appendix - User Guide

### Types of survey questions

There were various types of questions used in the University of Reading 2017 Employee Survey questionnaire. This section describes the types of questions that were included and highlights any important information that the reader should be aware of in relation to each question type.

#### 'Primary' and 'sub' questions

'Primary' questions are defined as questions to which all respondents were expected to provide an answer.

##### Example:

*I have a clear understanding about my role within the University of Reading*

'Sub-questions' are questions that respondents were expected to answer only where relevant to a previous response.

##### Example:

*Did you agree clear objectives as part of your Performance Development Review (PDR)?*

This means that the number of responses received for sub-questions will always be much lower than that received for primary questions as only a sub-set of respondents will have provided an answer to each sub-question.

#### Questions on a four point scale

Many of the survey questions were designed to capture the views of respondents in relation to a particular statement. These questions were mostly phrased positively and invited participants to respond on a scale between one and four, four being the most positive response and one being the least positive.

##### Example:

| To what extent do you agree or disagree with the following?     | Agree                                 | Tend to Agree                         | Tend to Disagree                      | Disagree                              |
|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| I am satisfied with my current role and level of responsibility | <input type="checkbox"/> <sub>4</sub> | <input type="checkbox"/> <sub>3</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>1</sub> |

The main unit of measurement is the percentage of staff who answered positively to each question. For example, for positively worded questions where respondents were asked to indicate their level of agreement or disagreement, responses of 'Agree' and 'Tend to Agree' were considered positive. Negatively worded questions responses 'Disagree' and 'Tend to Disagree' were considered positive and are explained more fully later under sub heading 'negatively worded questions'.

### Non-scale questions

There were a number of non-scale questions in the survey where respondents were invited to respond either 'Yes' or 'No' (as well as one sub question that had an additional option such as 'Not sure'). Where the question was positive, 'Yes' was considered to be a positive response.

#### Example:

|   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| <i>Are you aware of the University Values for Working Together and Professional Behaviours?</i> | <input type="checkbox"/> | <input type="checkbox"/> |

Please note that there were two non-scale primary questions in the survey where the question was negatively worded (as well as one sub question). For these questions, 'No' was considered to be a positive response and they are discussed later under sub heading 'negatively worded questions'.

There were two survey questions that had four options available for respondents to choose but only one option can be considered positive, they were:

|                                | Always                   | Frequently               | Occasionally             | Never                    |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <i>I feel stressed at work</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

'Never' is considered the positive response.

|   | About right              | Too fast                 | Too slow                 | No opinion               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| <i>The current pace of change in the University of Reading is</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

'About right' is considered the positive response.

There was one primary question that was a non-scale question with three options and two responses are considered positive:

|  | A Lot                    | A Little                 | Nothing                  |
|--|--------------------------|--------------------------|--------------------------|
| <i>How much do you feel you know about the University's strategic objectives i.e. Vision 2026?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

'A lot' and 'A Little' are considered the positive response.

There was one primary question in the survey where the response could not be considered as positive or negative.

|   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| <i>Have you been employed by the University of Reading for over a year?</i> | <input type="checkbox"/> | <input type="checkbox"/> |

### Negatively worded questions

There are 17 primary survey questions that are considered negatively worded. Where the positive perception is used, the questions / statements are marked with an asterisk (\*) and the text has been reworded to ensure ease of understanding.

#### Example:

|  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| Are you currently being harassed or bullied at work? | <input type="checkbox"/> | <input type="checkbox"/> |

'No' is considered the positive response and the text has been reworded to 'I'm not currently being harassed or bullied at work\*'

Where the analysis does not state that the positive perceptions are used, the questions / statements appear as they do in the questionnaire and the 'agree' or 'yes' responses are used.

### 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 69%, however, by using raw figures we calculate the result more accurately to 69.5338% which is rounded up to 70%.

#### 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>  | 909      | 926           | 507              | 297      | 2,639    | 1,835                                |
| <b>Percent of responses</b> | 34.4448% | 35.0890%      | 19.2118%         | 11.2543% | 99.9999% | 69.5338%<br>(rounds to 70%)          |
| <b>Rounds to</b>            | 34%      | 35%           | 19%              | 11%      | 99%      | 69%                                  |



## Values assigned to questions in order to rank responses

In order to establish which issues are most important to employees, a simple arithmetical format was designed to show the strength of feeling associated with statements and issues covered in the survey. Within the questionnaire, statements were made which required the employees to agree, tend to agree, tend to disagree or disagree. Depending on the construction of each statement the following values were assigned to the responses to the statements where *agree* was the preferred answer, but the values were *inverted* where *disagree* was the preferred answer:

|                  |   |
|------------------|---|
| Agree            | 4 |
| Tend to agree    | 3 |
| Tend to disagree | 2 |
| Disagree         | 1 |

For each perceptive question in the survey a total value based on the responses received has been generated. An average question score is then calculated based on the number of responses to a particular question. In simple terms, the lower the average score a question generates the more negative the perceptions of respondents.

For example:

The University of Reading is a good place to work

| Response         | Number of respondents choosing this response | Multiply by value assigned to response | Total value  |
|------------------|--|--|--------------|
| Agree            | 1286   | x 4                                    | 5,144        |
| Tend to agree    | 1026   | x 3                                    | 3,078        |
| Tend to disagree | 226  | x 2                                    | 452          |
| Disagree         | 108  | x 1                                    | 108          |
| <b>Total</b>     | <b>2,646</b>                                 |  | <b>8,782</b> |

Calculation for average question score:

8,782 [Total value of responses to question]

2,646 [Number of employees responding to question]

**3.32 = [Average Question Score]**

The average values for each statement are shown in the appendix data with the lowest scores at the top. An average score for all ranked survey questions appears at the bottom of the list.

Average question values below 2.50 indicate a high proportion of employees have a negative view about the question and are highlighted in **red** in the list, whereas average question values of over 3.00 indicate a high proportion of employees have a positive view of the question and are highlighted in **green**.