CAPITA

University of Reading

Area of Work Report
Delivering quality survey, research and analysis solutions.

University of Reading

Finance & Corporate Services

Employee Survey 2017
Project Number: 8046

May 2017

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

Contents

University of Reading - Finance & Corporate Services

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 7th March 2017 with a closure date of 7th 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 66% i.e. 61 of the 93 employees in Finance & Corporate Services responded to the survey.

Presentation of results

This report presents a summary of the results for Finance & Corporate Services 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[1] 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) [1] and the background details of respondents are not included to ensure anonymity is maintained.

---

[1] 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 Finance & Corporate Services

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:	61
Question		AOW %
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		100
O6e The University of Reading respects people equally regardless of their sexual orientation		100
O6f The University of Reading respects people equally regardless of their religion or beliefs		100
D1d I have a clear understanding about expected standards of behaviour		98
D3 I am trusted to do my job		98
N1 I'm not currently being harassed or bullied at work? *		98
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		98
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 *		98
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 *		98
O6a The University of Reading respects people equally regardless of their gender		98
O6b The University of Reading respects people equally regardless of their nationality / race		98
O6c The University of Reading respects people equally regardless of their disability status		98
O7 I have not felt discriminated against at work in the last 12 months? *		98
L2 I feel safe and secure in my working environment		97
M1 I can decide on my own how to go about doing my work		97
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff		97
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students		97

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

Part B - Least positive perceptions and areas identified for improvement for Finance & Corporate Services

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:	61
Question		**AOW %**
R2 In my opinion the recent PAS changes were well planned		14
M11 I never feel stressed at work *		15
N6 Are you aware of the Health Advocacy Respect and Care Advisors?		23
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *		23
R6b Generally, change within the University of Reading is managed well		25
R3 In my opinion the recent PAS changes were well explained		27
R1 The current pace of change in the University of Reading is about right		29
N7 Are you aware of the University's Harassment Advisors?		31
C3 I think my pay adequately reflects my performance		34
R5 In my opinion other recent changes (not PAS) have been well explained		34
P7 On the whole, the different parts of the University of Reading communicate effectively with each other		35
R4 In my opinion other recent changes (not PAS) have been well planned		36
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 *		40
D8 I don't worry about work outside my working hours *		44
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		46
Q6 I feel the University genuinely listens to staff views during consultations		46
C2 I feel fairly paid for the work I do		49
D11 I don't feel priorities are changed too frequently for me to work efficiently *		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.

CAPITA

University of Reading

Part C - Strength report by section for Finance & Corporate Services 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:	79
51% - 74% = Opportunity for improvement	No difference:	4
50% or lower = Needs improvement	Negative difference:	71

Total number of responses:	61	2673	
Question	AOW %	UoR %	+/-
Section A: Work-Life Balance			
A2 I feel I have a good work-life balance	83	70	13
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	77	82	-5
A1 The University of Reading provides good support to help me balance my work and personal commitments	77	74	3
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	75	77	-2
A5 I am able to take advantage of flexible working on an informal basis	71	80	-9
Section B: Job Satisfaction			
B12 I'm interested in the University of Reading, to me it's not just a job *	93	91	2
B9 I feel valued by my colleagues	90	88	2
B6 I feel I belong to a team	89	81	8
B2 Generally, I enjoy my work	87	92	-5
B3 My work is varied and interesting to me	87	91	-4
B1 The University of Reading is a good place to work	84	87	-3
B5 I feel inspired to do my best work every day	80	80	0
B4 My work gives me a sense of personal achievement	79	86	-7
B7 I feel part of the University of Reading	78	76	2
B11 I feel my job security at the University of Reading is good	77	70	7
B10 I feel valued by students / internal customers	70	85	-15

^ 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	Positive difference: **79**
🟧	51% - 74% = Opportunity for improvement	No difference: **4**
🟥	50% or lower = Needs improvement	Negative difference: **71**

Question	AOW %	UoR %	+/-
Total number of responses:	61	2673	
Section B: Job Satisfaction			
B8 I feel valued by the University of Reading	56	59	-3
Section C: Pay and Benefits			
C5 I am aware of the benefits offered by the University	73	71	2
C1 Overall, I feel the University of Reading offers a good pay and benefits package	66	68	-2
C4 I am aware of the University's arrangements for recognising and rewarding good performance	60	69	-9
C2 I feel fairly paid for the work I do	49	60	-11
C3 I think my pay adequately reflects my performance	34	52	-18
Section D: Your Role			
D1d I have a clear understanding about expected standards of behaviour	98	96	2
D3 I am trusted to do my job	98	93	5
D1a I have a clear understanding about my role within the University of Reading	92	90	2
D1c I have a clear understanding about expected standards of performance	90	91	-1
D1b I have a clear understanding about what I am expected to achieve in my job	87	89	-2
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	82	77	5
D2 I am satisfied with my current role and level of responsibility	77	76	1
D9 I don't find my current workload too much and I am not struggling to cope *	69	61	8
D6 People are willing to help each other even if it means doing something outside their usual activities	67	82	-15
D10 I have adequate resources to complete my work	62	67	-5
D4 The division of responsibilities between staff in my work area feels fair	59	68	-9
D11 I don't feel priorities are changed too frequently for me to work efficiently *	50	63	-13
D8 I don't worry about work outside my working hours *	44	39	5
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 *	40	33	7
Section E: Considering Leaving			
E2 I'm not actively seeking to leave my job here at the University *	72	82	-10
E1 I don't think about leaving the University *	58	65	-7
Section F: Performance Development Review (PDR)			
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	67	85	-18
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	59	75	-16
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	58	74	-16
F3 Was your Performance Development Review (PDR) useful for you? ^	58	68	-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.

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

Positive difference:	79
No difference:	4
Negative difference:	71

Total number of responses:	61	2673	
Question	AOW %	UoR %	+/-
Section F: Performance Development Review (PDR)			
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	58	64	-6
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	53	43	10
Section G: Learning and Development			
G1 I feel that I am given the same opportunities to develop as other staff	85	78	7
G3 I have received sufficient training to enable me to do my job well	72	80	-8
G2 I am satisfied with my current level of learning and development	67	75	-8
G4 Overall, I feel that the University of Reading provides appropriate development opportunities	66	77	-11
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	80	76	4
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	72	69	3
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	66	69	-3
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	63	69	-6
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	53	61	-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	46	43	3
Section I: Culture and Values			
I10 I feel proud to work for the University of Reading	89	85	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 ^	89	81	8
I12 Would you recommend the University of Reading to a friend as a place to study?	88	89	-1
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	85	92	-7
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 ^	85	92	-7
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 ^	83	76	7
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 ^	81	88	-7
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 ^	81	85	-4

^ 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:	79
No difference:	4
Negative difference:	71

Question	AOW %	UoR %	+/-
Total number of responses:	61	2673	
Section I: Culture and Values			
I8 I feel the University of Reading delivers good quality service to students / internal customers	81	83	-2
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	80	64	16
I11 Would you recommend the University of Reading to a friend as a place to work?	79	81	-2
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	77	70	7
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 ^	76	69	7
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 ^	74	64	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 ^	67	64	3
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	63	0
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	54	63	-9
Section J: Your School or Function Leadership			
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	72	85	-13
J1 My School / Function Leadership Team manage and lead our School / Function well	72	83	-11
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	69	81	-12
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	64	76	-12
J4 My School / Function Leadership Team listen to and respond to the views of staff	62	75	-13
Section K: Your Manager / Supervisor			
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	100	93	7
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	95	90	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	95	88	7
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
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	92	86	6
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	88	81	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	Positive difference: 🟩 **79**
🟨	51% - 74% = Opportunity for improvement	No difference: ⬛ **4**
🟥	50% or lower = Needs improvement	Negative difference: 🟥 **71**

Question	AOW %	UoR %	+/-
Total number of responses:	**61**	**2673**	
Section K: Your Manager / Supervisor			
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	87	84	3
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	87	79	8
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
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	80	79	1
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	77	74	3
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	70	72	-2
Section L: Health, Safety and Wellbeing			
L2 I feel safe and secure in my working environment	97	96	1
L1 I am satisfied that my personal safety is treated seriously at work	93	95	-2
L3 I feel the University is interested in my physical wellbeing	75	78	-3
L6 The University provides a satisfying work environment	74	79	-5
L4 I feel the University is interested in my mental wellbeing	69	68	1
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	68	62	6
L7 Are you aware of the Employee Assistance Programme?	52	40	12
Section M: Working at the University			
M1 I can decide on my own how to go about doing my work	97	93	4
M2 I am satisfied with the support I get from my immediate manager	89	86	3
M3 I am satisfied with the support I get from my work colleagues	84	90	-6
M7 I have the right equipment to do my job	84	83	1
M6 I am able to handle all the conflicting demands on my time at work *	73	66	7
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	72	54	18
M10 I have a place I can go to take a break at work	67	78	-11
M12 Overall, I don't feel unduly stressed at work * ^	67	69	-2
M4 There are usually sufficient people in the team I am working in to handle our workload	65	61	4
M9 I am able to take regular breaks on most days	62	69	-7
M5 Relationships at work are not strained *	60	75	-15
M11 I never feel stressed at work *	15	9	6
Section N: Harassment and Bullying			
N1 I'm not currently being harassed or bullied at work? *	98	97	1

^ 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	Positive difference: **79**
🟧	51% - 74% = Opportunity for improvement	No difference: **4**
🟥	50% or lower = Needs improvement	Negative difference: **71**

Question	AOW %	UoR %	+/-
Total number of responses:	**61**	**2673**	
Section N: Harassment and Bullying			
N7 Are you aware of the University's Harassment Advisors?	31	35	-4
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	23	0
Section O: Diversity and Inclusion			
O6e The University of Reading respects people equally regardless of their sexual orientation	100	98	2
O6f The University of Reading respects people equally regardless of their religion or beliefs	100	98	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 *	98	96	2
O6c The University of Reading respects people equally regardless of their disability status	98	96	2
O6b The University of Reading respects people equally regardless of their nationality / race	98	95	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	98	94	4
O6a The University of Reading respects people equally regardless of their gender	98	92	6
O7 I have not felt discriminated against at work in the last 12 months? *	98	92	6
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 *	98	90	8
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	97	95	2
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	97	91	6
O6d The University of Reading respects people equally regardless of their age	93	92	1
O2 I am aware of the University's priorities for Diversity and Inclusion	93	91	2
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	90	82	8
Section P: Communication			
P2b The information I receive is straightforward and I understand it in regard to wider University issues	87	80	7
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	85	89	-4
P1a I receive information in a timely way in regard to local issues in my area of work	77	81	-4
P1b I receive information in a timely way in regard to wider University issues	75	76	-1
P4 I know where to find information about important decisions made at the University of Reading	64	56	8
P3 There are opportunities for me to feed my views upwards in the University of Reading	60	57	3
P5 On the whole, communication in the University of Reading is effective	51	60	-9
P6 Communication between senior management and staff is effective	51	54	-3

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

CAPITA

University of Reading

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:	79
No difference:	4
Negative difference:	71

Total number of responses:	61	2673	
Question	AOW %	UoR %	+/-
Section P: Communication			
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	35	42	-7
Section Q: Staff Involvement			
Q4 I am personally encouraged to look for ways to improve the way we do things	72	69	3
Q8a I feel there is good co-operation between teams in my department	70	83	-13
Q2 I feel able to voice my opinions	70	71	-1
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	69	72	-3
Q5 I am confident my ideas or suggestions will be listened to	61	60	1
Q8b I feel there is good co-operation between different departments	60	62	-2
Q1 I feel there are adequate opportunities to raise points of concern	58	64	-6
Q7 I am confident I will get feedback on my ideas or suggestions	53	51	2
Q6 I feel the University genuinely listens to staff views during consultations	46	43	3
Section R: Managing Change			
R6f Generally, I think things will improve in the next 12 months	72	61	11
R6e Generally, I have seen some positive changes in the last 12 months	64	55	9
R7 I feel action will be taken as a result of this survey	56	54	2
R6c Generally, the process of change does not cause me concern and worry *	53	49	4
R6a Generally, change within my department is managed well	52	72	-20
R4 In my opinion other recent changes (not PAS) have been well planned	36	38	-2
R5 In my opinion other recent changes (not PAS) have been well explained	34	39	-5
R1 The current pace of change in the University of Reading is about right	29	27	2
R3 In my opinion the recent PAS changes were well explained	27	25	2
R6b Generally, change within the University of Reading is managed well	25	36	-11
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	23	18	5
R2 In my opinion the recent PAS changes were well planned	14	17	-3

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

Part D - Frequency Charts for Finance & Corporate Services

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 Finance & Corporate Services

Section A: Work-Life Balance

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

31	46	15	8

Total Responses: 61

Positive %: 77

A2 I feel I have a good work-life balance

30	53	10	7

Total Responses: 60

Positive %: 83

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

38	37	15	10

Total Responses: 60

Positive %: 75

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

37	40	17	7

Total Responses: 60

Positive %: 77

A5 I am able to take advantage of flexible working on an informal basis
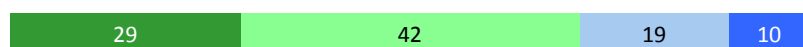
29	42	19	10

Total Responses: 59

Positive %: 71
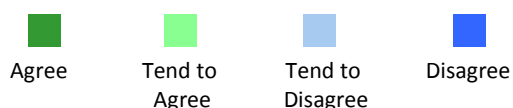
Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section B: Job Satisfaction

B1 The University of Reading is a good place to work

43	41	8	8

Total Responses: 61

Positive %: 84

B2 Generally, I enjoy my work

36	51	10	3

Total Responses: 61

Positive %: 87

B3 My work is varied and interesting to me

43	44	11	

2

Total Responses: 61

Positive %: 87

B4 My work gives me a sense of personal achievement

38	41	16	5

Total Responses: 61

Positive %: 79

B5 I feel inspired to do my best work every day

40	40	15	5

Total Responses: 60

Positive %: 80

B6 I feel I belong to a team

56	33	10	

2

Total Responses: 61

Positive %: 89

B7 I feel part of the University of Reading

41	37	17	5

Total Responses: 59

Positive %: 78

B8 I feel valued by the University of Reading

20	36	25	20

Total Responses: 61

Positive %: 56

Agree   Tend to Agree   Tend to Disagree   Disagree
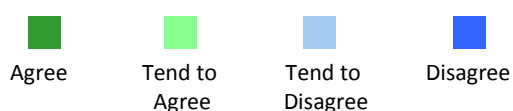
Part D - Frequency Charts for Finance & Corporate Services

Section B: Job Satisfaction

B9 I feel valued by my colleagues

| 46 | 44 | 7 | 3 |

Total Responses: 61

Positive %: 90

B10 I feel valued by students / internal customers

| 18 | 52 | 25 | 5 |

Total Responses: 60

Positive %: 70

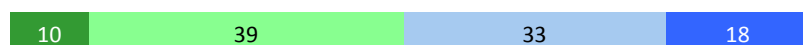**B11 I feel my job security at the University of Reading is good**

| 25 | 52 | 16 | 7 |
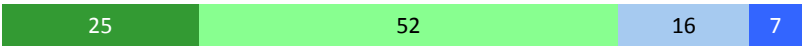
Total Responses: 61

Positive %: 77

■ 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

| 7 | 43 | 51 |

0

Total Responses: 61

Positive %: 93

■ Agree   ■ Tend to Agree   ■ Tend to Disagree   ■ Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section C: Pay and Benefits

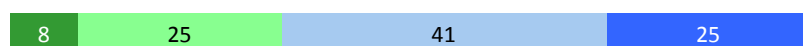C1 Overall, I feel the University of Reading offers a good pay and benefits package

| 8 | 57 | 21 | 13 |

Total Responses: 61   Positive %: 66

C2 I feel fairly paid for the work I do

| 10 | 39 | 33 | 18 |

Total Responses: 61   Positive %: 49

C3 I think my pay adequately reflects my performance

| 8 | 25 | 41 | 25 |

Total Responses: 59   Positive %: 34

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

| 30 | 30 | 25 | 15 |
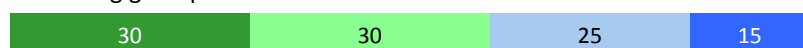
Total Responses: 60   Positive %: 60

C5 I am aware of the benefits offered by the University

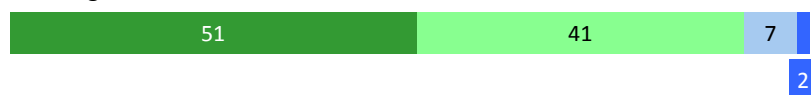| 30 | 43 | 22 | 5 |
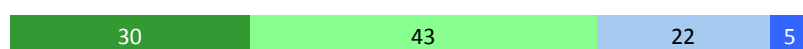
Total Responses: 60   Positive %: 73

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section D: Your Role

D1a I have a clear understanding about my role within the University of Reading

51	41	7	
2			

Total Responses: 61

Positive %: 92

D1b I have a clear understanding about what I am expected to achieve in my job

| 47 | 40 | 12 | |
| 2 | | | |

Total Responses: 60

Positive %: 87

D1c I have a clear understanding about expected standards of performance

| 51 | 39 | 10 |
| 0 | | |

Total Responses: 61

Positive %: 90

D1d I have a clear understanding about expected standards of behaviour

| 67 | 31 | |
| 2 | 0 | |

Total Responses: 61

Positive %: 98

D2 I am satisfied with my current role and level of responsibility

| 34 | 43 | 13 | 10 |

Total Responses: 61

Positive %: 77

D3 I am trusted to do my job

| 66 | 33 | |
| 2 | 0 | |

Total Responses: 61

Positive %: 98

D4 The division of responsibilities between staff in my work area feels fair

| 18 | 41 | 26 | 15 |

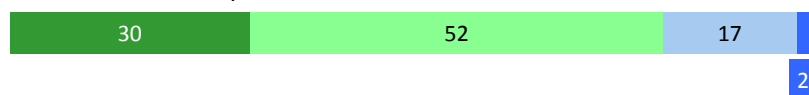Total Responses: 61

Positive %: 59

Legend:
- Agree
- Tend to Agree
- Tend to Disagree
- Disagree

Part D - Frequency Charts for Finance & Corporate Services
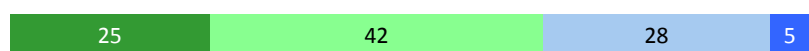
Section D: Your Role

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

Total Responses:	Positive %:
60	82

30	52	17	
			2

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

Total Responses:	Positive %:
60	67

25	42	28	5

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:	Positive %:
58	40

40	21	36	3

D8 I often worry about work outside my working hours

Total Responses:	Positive %:
61	44

26	30	31	13

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

Total Responses:	Positive %:
58	69

10	21	47	22
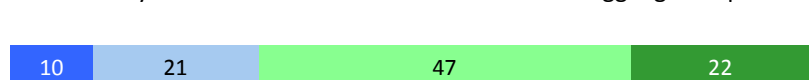
Agree | Tend to Agree | Tend to Disagree | Disagree

D10 I have adequate resources to complete my work

Total Responses:	Positive %:
61	62

15	48	28	10

Agree | Tend to Agree | Tend to Disagree | Disagree

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

Total Responses:	Positive %:
60	50

13	37	40	10

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section E: Considering Leaving

E1 I often think about leaving the University

Total Responses:	Positive %:
60	58

17	25	32	27

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

Total Responses:	Positive %:
61	72

13	15	28	44

Agree   Tend to   Tend to   Disagree
                Agree   Disagree

CAPITA

University of Reading

Part D - Frequency Charts for Finance & Corporate Services

Section F: Performance Development Review (PDR)

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

67	33

Total Responses: 61

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

59	41

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

Total Responses: 41

Positive %: 59

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

58	42

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

Total Responses: 24

Positive %: 58

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

67	33

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

Total Responses: 24

Positive %: 67

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

58	42

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

Total Responses: 24

Positive %: 58

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

58	42

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

Total Responses: 24

Positive %: 58

■ 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?

53	29	18

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

Total Responses: 17

Positive %: 53

■ Yes   ■ No   ■ Not Sure

Part D - Frequency Charts for Finance & Corporate Services

Section G: Learning and Development

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

| 31 | 54 | 12 | 3 |

Total Responses: 59

Positive %: 85

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

| 23 | 44 | 30 | 3 |

Total Responses: 61

Positive %: 67

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

| 30 | 42 | 20 | 8 |
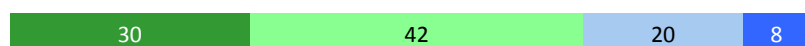
Total Responses: 60

Positive %: 72

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

| 19 | 47 | 32 | |
| 2 |

Total Responses: 59

Positive %: 66

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

CAPITA

University of Reading
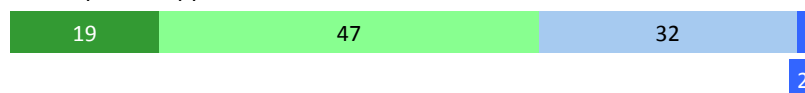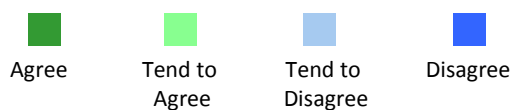
Part D - Frequency Charts for Finance & Corporate Services

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

12	41	27	20

Total Responses: 59   Positive %: 53

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

24	41	17	17

Total Responses: 58   Positive %: 66

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

16	47	23	14

Total Responses: 57   Positive %: 63

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

12	33	33	21

Total Responses: 57   Positive %: 46

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

19	54	15	13

Total Responses: 54   Positive %: 72

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

20	59	11	9

Total Responses: 54   Positive %: 80

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section I: Culture and Values

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

13	63	23

Total Responses: 60

Positive %: 77

■ A Lot   ■ A Little   ■ Nothing

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

25	64	11
		0

Total Responses: 44

Positive %: 89

(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

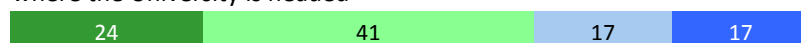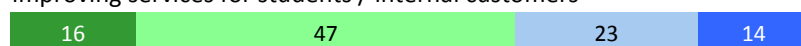| 19	56	23	
			2

Total Responses: 43

Positive %: 74

(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

16	47	30	7

Total Responses: 43

Positive %: 63

(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

19	49	26	7

Total Responses: 43

Positive %: 67

(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

26	50	14	10

Total Responses: 42

Positive %: 76

(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 Finance & Corporate Services

Section I: Culture and Values

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

| 13 | 68 | 15 | 5 |

Total Responses:	Positive %:
40	80

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

I8 I feel the University of Reading delivers good quality service to students / internal customers

| 23 | 58 | 18 | 2 |

Total Responses:	Positive %:
57	81

I9 I feel my Department / School / Function delivers good quality service to students / internal customers

| 43 | 43 | 5 | 10 |

Total Responses:	Positive %:
61	85

I10 I feel proud to work for the University of Reading

| 34 | 54 | 5 | 7 |

Total Responses:	Positive %:
61	89

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

| 41 | 38 | 8 | 13 |

Total Responses:	Positive %:
61	79

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

| 42 | 46 | 5 | 7 |

Total Responses:	Positive %:
57	88

■ Agree　■ Tend to Agree　■ Tend to Disagree　■ Disagree

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

| 54 | 46 |

Total Responses:	Positive %:
61	54

■ Yes　■ No

Part D - Frequency Charts for Finance & Corporate Services

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	34	48	14	3

Total Responses: 29   Positive %: 83

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

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	29	52	6	13
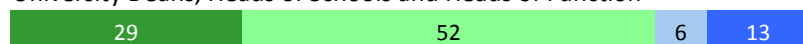
Total Responses: 31   Positive %: 81

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

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	53	28	9	9

Total Responses: 32   Positive %: 81

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

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	52	33	6	9

Total Responses: 33   Positive %: 85

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

Agree   Tend to Agree   Tend to Disagree   Disagree
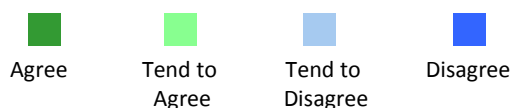
Part D - Frequency Charts for Finance & Corporate Services

Section J: Your School or Function Leadership

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

| 30 | 43 | 16 | 11 |
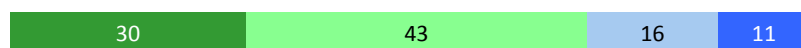
Total Responses: 61

Positive %: 72

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

| 26 | 38 | 23 | 13 |
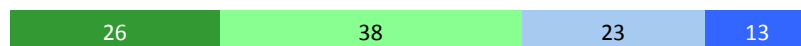
Total Responses: 61

Positive %: 64

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

| 29 | 43 | 21 | 7 |
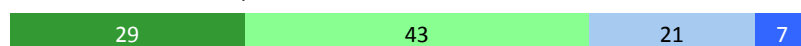
Total Responses: 58

Positive %: 72

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

| 25 | 37 | 17 | 22 |

Total Responses: 60

Positive %: 62

J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions
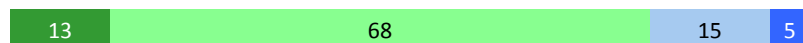
| 33 | 36 | 20 | 11 |

Total Responses: 61

Positive %: 69

Agree   Tend to Agree   Tend to Disagree   Disagree

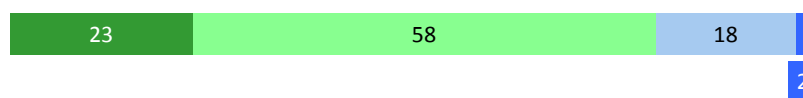# Part D - Frequency Charts for Finance & Corporate Services

Section K: 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

61	31	7	
			2

Total Responses: 61

Positive %: 92

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

64	31	5
		0

Total Responses: 61

Positive %: 95

K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable

74	20	3	3

Total Responses: 61

Positive %: 93

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

75	25	
	0	0

Total Responses: 61

Positive %: 100

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

66	30	3
		2

Total Responses: 61

Positive %: 95

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

49	38	13
		0

Total Responses: 61

Positive %: 87

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

44	36	18
		2

Total Responses: 61

Positive %: 80

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

43	34	18	5

Total Responses: 61

Positive %: 77

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Finance & Corporate Services

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:	Positive %:
48	40	8	3	60	88

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
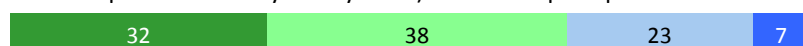
				Total Responses:	Positive %:
32	38	23	7	56	70

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:	Positive %:
52	32	12	5	60	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:	Positive %:
59	28	8	5	61	87

Agree   Tend to Agree   Tend to Disagree   Disagree
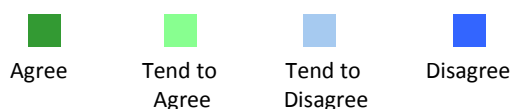
Part D - Frequency Charts for Finance & Corporate Services

Section L: Health, Safety and Wellbeing

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

	Total Responses:	Positive %:
	61	93

59 | 34 | 5 | 2

L2 I feel safe and secure in my working environment

	Total Responses:	Positive %:
	61	97

66 | 31 | 2 | 2

L3 I feel the University is interested in my physical wellbeing

	Total Responses:	Positive %:
	60	75

33 | 42 | 20 | 5

L4 I feel the University is interested in my mental wellbeing

	Total Responses:	Positive %:
	59	69

31 | 39 | 22 | 8

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

	Total Responses:	Positive %:
	60	68

27 | 42 | 23 | 8
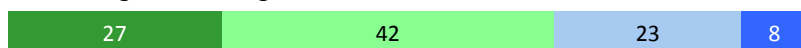
L6 The University provides a satisfying work environment

	Total Responses:	Positive %:
	61	74

30 | 44 | 13 | 13
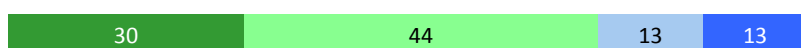
Agree   Tend to Agree   Tend to Disagree   Disagree

L7 Are you aware of the Employee Assistance Programme?

	Total Responses:	Positive %:
	61	52

52 | 48

Yes   No

Part D - Frequency Charts for Finance & Corporate Services

Section M: Working at the University

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

	Total Responses:	Positive %:
61 · 36 · 3 · 0	59	97

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

	Total Responses:	Positive %:
54 · 34 · 5 · 7	61	89

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

	Total Responses:	Positive %:
51 · 33 · 11 · 5	61	84

M4 There are usually sufficient people in the team I am working in to handle our workload
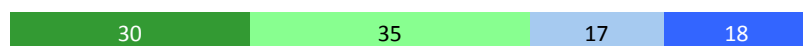
	Total Responses:	Positive %:
30 · 35 · 17 · 18	60	65

Agree   Tend to Agree   Tend to Disagree   Disagree

M5 Relationships at work are strained

	Total Responses:	Positive %:
13 · 27 · 28 · 32	60	60

M6 I am unable to handle all the conflicting demands on my time at work
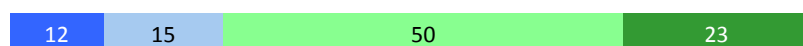
	Total Responses:	Positive %:
12 · 15 · 50 · 23	60	73

Agree   Tend to Agree   Tend to Disagree   Disagree

M7 I have the right equipment to do my job

	Total Responses:	Positive %:
25 · 59 · 8 · 8	61	84

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section M: Working at the University

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

8	20	48	23

	Total Responses:	Positive %:
	60	72

Agree | Tend to Agree | Tend to Disagree | Disagree

M9 I am able to take regular breaks on most days

46	16	28	10

	Total Responses:	Positive %:
	61	62

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

41	26	23	10

	Total Responses:	Positive %:
	61	67

Agree | Tend to Agree | Tend to Disagree | Disagree

M11 I feel stressed at work

7	30	49	15
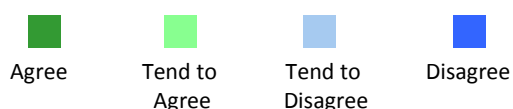
	Total Responses:	Positive %:
	61	15
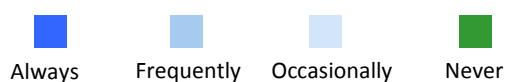
Always | Frequently | Occasionally | Never

M12 Overall, I feel unduly stressed at work

33	67

	Total Responses:	Positive %:
	52	67

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

Yes | No

CAPITA

University of Reading

Part D - Frequency Charts for Finance & Corporate Services

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?
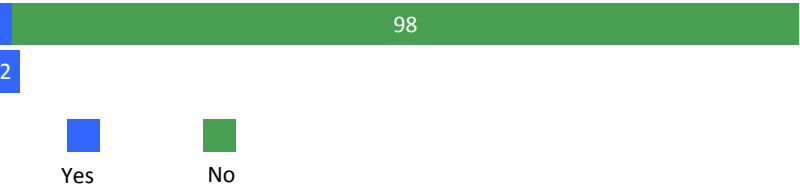
	Total Responses:	Positive %:
	61	98

Yes: 2
No: 98

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

	Total Responses:	Positive %:
	60	23

Yes: 23
No: 77
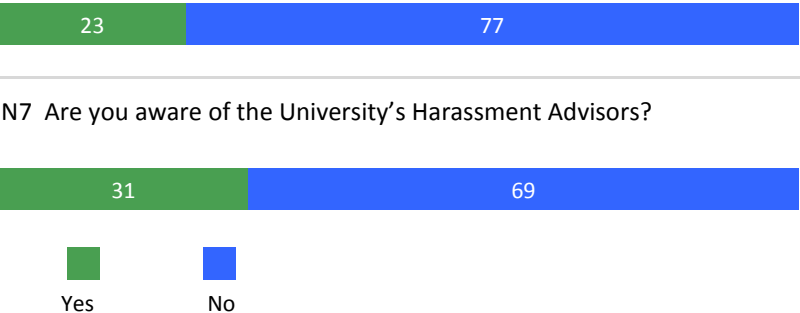
N7 Are you aware of the University's Harassment Advisors?

	Total Responses:	Positive %:
	61	31

Yes: 31
No: 69

Part D - Frequency Charts for Finance & Corporate Services
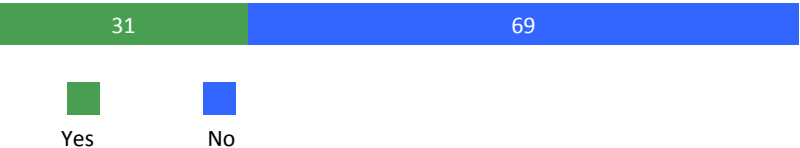
Part D - Frequency Charts for Finance & Corporate Services

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: 61	Positive %: 97

Agree	Tend to Agree	Tend to Disagree	Disagree
59	38	2	2

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

Total Responses: 61	Positive %: 93

Agree	Tend to Agree	Tend to Disagree	Disagree
67	26	7	0

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

Total Responses: 61	Positive %: 97

Agree	Tend to Agree	Tend to Disagree	Disagree
72	25	3	0

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: 59	Positive %: 98

Agree	Tend to Agree	Tend to Disagree	Disagree
66	32	2	0

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: 58	Positive %: 90
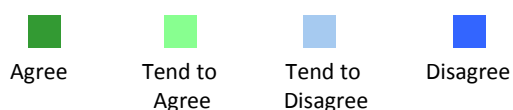
Agree	Tend to Agree	Tend to Disagree	Disagree
52	38	10	0

Legend:
- Agree
- Tend to Agree
- Tend to Disagree
- Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section O: Diversity and Inclusion

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:	Positive %:
	60	98

2	8	90
0		

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:	Positive %:
	59	98

2	3	95
0		

Agree   Tend to Agree   Tend to Disagree   Disagree
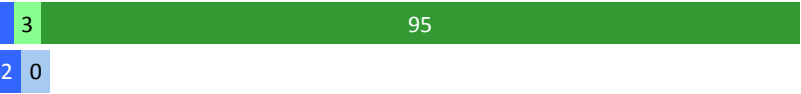
Part D - Frequency Charts for Finance & Corporate Services

Section O: Diversity and Inclusion

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

72	27	
	0	2

Total Responses: 60

Positive %: 98

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

78	20	
	2	0

Total Responses: 60

Positive %: 98

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

73	25	
	0	2

Total Responses: 59

Positive %: 98

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

67	27	5
	2	

Total Responses: 60

Positive %: 93

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

77	23
0	0

Total Responses: 60

Positive %: 100

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

80	20
0	0

Total Responses: 60

Positive %: 100

Agree — Tend to Agree — Tend to Disagree — Disagree

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

2	98
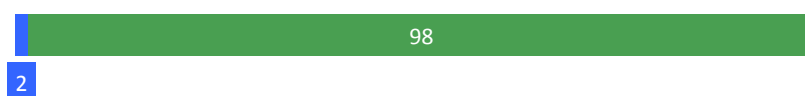
Total Responses: 61

Positive %: 98

Yes — No

Part D - Frequency Charts for Finance & Corporate Services

Section P: Communication

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

30	48	18	5

Total Responses: 61   Positive %: 77

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

25	51	18	7
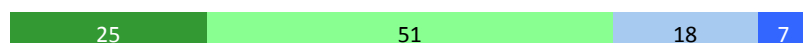
Total Responses: 61   Positive %: 75

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

39	46	11	3

Total Responses: 61   Positive %: 85

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

31	56	8	5

Total Responses: 61   Positive %: 87

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

13	47	27	13

Total Responses: 60   Positive %: 60

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

15	49	25	11

Total Responses: 61   Positive %: 64

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

8	43	31	18
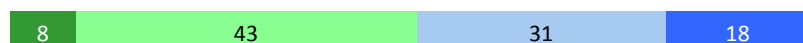
Total Responses: 61   Positive %: 51

P6 Communication between senior management and staff is effective

8	42	22	27
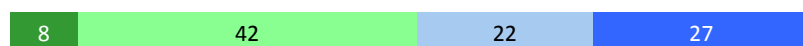
Total Responses: 59   Positive %: 51

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

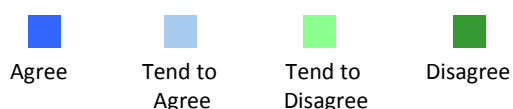| 7	28	38	27

Total Responses: 60   Positive %: 35

Agree | Tend to Agree | Tend to Disagree | Disagree
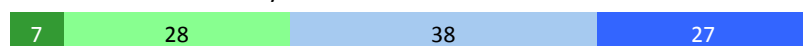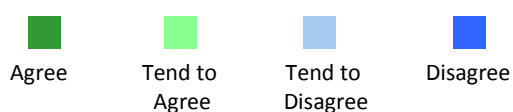
Part D - Frequency Charts for Finance & Corporate Services

Section Q: Staff Involvement

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

| 20 | 38 | 35 | 7 |

Total Responses: 60

Positive %: 58

Q2 I feel able to voice my opinions

| 22 | 48 | 20 | 10 |

Total Responses: 60

Positive %: 70

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

| 25 | 44 | 20 | 10 |

Total Responses: 59

Positive %: 69

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

| 32 | 40 | 18 | 10 |

Total Responses: 60

Positive %: 72

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

| 17 | 44 | 22 | 17 |

Total Responses: 59

Positive %: 61

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

| 10 | 36 | 27 | 27 |

Total Responses: 59

Positive %: 46

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

| 18 | 35 | 28 | 19 |

Total Responses: 57

Positive %: 53

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

| 31 | 39 | 21 | 8 |

Total Responses: 61

Positive %: 70

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

| 13 | 47 | 27 | 13 |

Total Responses: 60

Positive %: 60

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section R: Managing Change

R1 The current pace of change in the University of Reading is about right
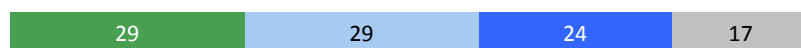
Total Responses:	Positive %:
58	29

29	29	24	17

■ About Right   ■ Too Fast   ■ Too Slow   ■ No Opinion

R2 In my opinion the recent PAS changes were well planned

Total Responses:	Positive %:
57	14

4	11	35	51

R3 In my opinion the recent PAS changes were well explained

Total Responses:	Positive %:
56	27

4	23	29	45

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

Total Responses:	Positive %:
53	36

4	32	30	34

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

Total Responses:	Positive %:
53	34

4	30	34	32

R6a Generally, change within my department is managed well

Total Responses:	Positive %:
58	52

17	34	24	24

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

Total Responses:	Positive %:
56	25

4	21	39	36

■ Agree   ■ Tend to Agree   ■ Tend to Disagree   ■ Disagree

Part D - Frequency Charts for Finance & Corporate Services

Section R: Managing Change

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

| 19 | 28 | 21 | 33 |
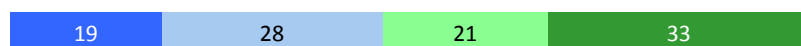
Total Responses: 58

Positive %: 53

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

| 41 | 36 | 18 | 5 |

Total Responses: 56

Positive %: 23

| ■ | ■ | ■ | ■ |
| Agree | Tend to Agree | Tend to Disagree | Disagree |

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

| 15 | 49 | 16 | 20 |

Total Responses: 55

Positive %: 64

| ■ | ■ | ■ | ■ |
| Agree | Tend to Agree | Tend to Disagree | Disagree |

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

| 28 | 44 | 14 | 14 |
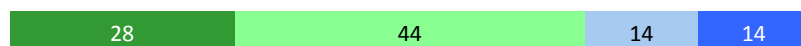
Total Responses: 57

Positive %: 72

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

| 22 | 34 | 24 | 20 |

Total Responses: 59

Positive %: 56

| ■ | ■ | ■ | ■ |
| Agree | Tend to Agree | Tend to Disagree | Disagree |

Part E - Comment Themes for Finance & Corporate Services

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
Communication	7
Facilities / Environment	2
Feeling Valued / Supported	3
Health and Wellbeing	1
Job Satisfaction	1
Managing Change	3
Pay & Benefits	7
PAS / Re-organisation	8
Relationships / Co-operation	2
Role & Responsibilities	3
Student / Internal Customer Satisfaction	1
Senior Management	4
Systems / Processes	3
Training, Development & Progression	2
Other	2

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	8
Communication	3
Facilities / Environment	7
Feeling Valued / Supported	6
Health and Wellbeing	2
Job Satisfaction	4
Job Security	1
Pay & Benefits	3
PAS / Re-organisation	1
Relationships / Co-operation	4
Role & Responsibilities	1
Senior Management	1
Other	3

Part F - Survey Results Ranked By Degree of Importance to Respondents for Finance & Corporate Services

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.

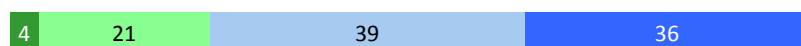| Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
1	R2	In my opinion the recent PAS changes were well planned	57	1.67
2	R3	In my opinion the recent PAS changes were well explained	56	1.86
3	R6d	Generally, more could be done to help staff prepare for and cope with change	56	1.88
4	R6b	Generally, change within the University of Reading is managed well	56	1.93
5	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	58	2.03
6	R4	In my opinion other recent changes (not PAS) have been well planned	53	2.06
7	R5	In my opinion other recent changes (not PAS) have been well explained	53	2.06
8	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	60	2.15
9	C3	I think my pay adequately reflects my performance	59	2.17
10	Q6	I feel the University genuinely listens to staff views during consultations	59	2.29
11	D8	I often worry about work outside my working hours	61	2.31
12	P6	Communication between senior management and staff is effective	59	2.32
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	57	2.37
14	C2	I feel fairly paid for the work I do	61	2.41
15	P5	On the whole, communication in the University of Reading is effective	61	2.41
16	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	59	2.44
17	R6a	Generally, change within my department is managed well	58	2.45
18	D11	I feel priorities are changed too frequently for me to work efficiently	60	2.47
19	Q7	I am confident I will get feedback on my ideas or suggestions	57	2.51
20	B8	I feel valued by the University of Reading	61	2.56
21	R7	I feel action will be taken as a result of this survey	59	2.58
22	R6e	Generally, I have seen some positive changes in the last 12 months	55	2.58
23	P3	There are opportunities for me to feed my views upwards in the University of Reading	60	2.60
24	Q8b	I feel there is good co-operation between different departments	60	2.60
25	C1	Overall, I feel the University of Reading offers a good pay and benefits package	61	2.61
26	Q5	I am confident my ideas or suggestions will be listened to	59	2.61

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
27	D4	The division of responsibilities between staff in my work area feels fair	61	2.62
28	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	57	2.65
29	J4	My School / Function Leadership Team listen to and respond to the views of staff	60	2.65
30	D10	I have adequate resources to complete my work	61	2.67
31	P4	I know where to find information about important decisions made at the University of Reading	61	2.67
32	R6c	Generally, the process of change causes me concern and worry	58	2.67
33	E1	I often think about leaving the University	60	2.68
34	Q1	I feel there are adequate opportunities to raise points of concern	60	2.72
35	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	43	2.72
36	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	58	2.72
37	C4	I am aware of the University's arrangements for recognising and rewarding good performance	60	2.75
38	M4	There are usually sufficient people in the team I am working in to handle our workload	60	2.77
39	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	61	2.77
40	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	54	2.78
41	M5	Relationships at work are strained	60	2.78
42	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	43	2.79
43	D9	I find my current workload too much and I am struggling to cope	58	2.81
44	Q2	I feel able to voice my opinions	60	2.82
45	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	59	2.83
46	B10	I feel valued by students / internal customers	60	2.83
47	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	59	2.85
48	M6	I am unable to handle all the conflicting demands on my time at work	60	2.85
49	R6f	Generally, I think things will improve in the next 12 months	57	2.86
50	D6	People are willing to help each other even if it means doing something outside their usual activities	60	2.87
51	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	60	2.87
52	M8	I am required to do unimportant tasks which prevent me completing more important ones	60	2.87
53	G2	I am satisfied with my current level of learning and development	61	2.87
54	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	40	2.88
55	A5	I am able to take advantage of flexible working on an informal basis	59	2.90

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
56	J1	My School / Function Leadership Team manage and lead our School / Function well	61	2.90
57	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	61	2.90
58	L6	The University provides a satisfying work environment	61	2.90
59	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	43	2.91
60	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	54	2.91
61	L4	I feel the University is interested in my mental wellbeing	59	2.92
62	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	42	2.93
63	G3	I have received sufficient training to enable me to do my job well	60	2.93
64	Q4	I am personally encouraged to look for ways to improve the way we do things	60	2.93
65	P1b	I receive information in a timely way in regard to wider University issues	61	2.93
66	Q8a	I feel there is good co-operation between teams in my department	61	2.93
67	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	56	2.95
68	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	58	2.95
69	B11	I feel my job security at the University of Reading is good	61	2.95
70	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	31	2.97
71	C5	I am aware of the benefits offered by the University	60	2.98
72	M9	I am able to take regular breaks on most days	61	2.98
73	M10	I have a place I can go to take a break at work	61	2.98
74	A1	The University of Reading provides good support to help me balance my work and personal commitments	61	3.00
75	M7	I have the right equipment to do my job	61	3.00
76	D2	I am satisfied with my current role and level of responsibility	61	3.02
77	P1a	I receive information in a timely way in regard to local issues in my area of work	61	3.02
78	I8	I feel the University of Reading delivers good quality service to students / internal customers	57	3.02
79	E2	I am actively seeking to leave my job here at the University	61	3.03
80	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	60	3.03
81	L3	I feel the University is interested in my physical wellbeing	60	3.03
82	I11	Would you recommend the University of Reading to a friend as a place to work?	61	3.07
83	A2	I feel I have a good work-life balance	60	3.07
84	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	60	3.07
85	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	60	3.10
86	B4	My work gives me a sense of personal achievement	61	3.11
87	G1	I feel that I am given the same opportunities to develop as other staff	59	3.12

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
88	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	61	3.13
89	B7	I feel part of the University of Reading	59	3.14
90	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	44	3.14
91	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	29	3.14
92	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	61	3.15
93	B5	I feel inspired to do my best work every day	60	3.15
94	I10	I feel proud to work for the University of Reading	61	3.16
95	B1	The University of Reading is a good place to work	61	3.18
96	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	61	3.18
97	B2	Generally, I enjoy my work	61	3.20
98	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	61	3.21
99	I12	Would you recommend the University of Reading to a friend as a place to study?	57	3.23
100	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	61	3.23
101	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	32	3.25
102	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	33	3.27
103	B3	My work is varied and interesting to me	61	3.28
104	M3	I am satisfied with the support I get from my work colleagues	61	3.30
105	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	60	3.30
106	D1b	I have a clear understanding about what I am expected to achieve in my job	60	3.32
107	B9	I feel valued by my colleagues	61	3.33
108	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	60	3.33
109	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	61	3.36
110	M2	I am satisfied with the support I get from my immediate manager	61	3.36
111	D1a	I have a clear understanding about my role within the University of Reading	61	3.41
112	D1c	I have a clear understanding about expected standards of performance	61	3.41
113	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	61	3.41
114	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	58	3.41
115	B6	I feel I belong to a team	61	3.43
116	B12	I'm not interested in the University of Reading, to me it's just a job	61	3.44

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
117	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	61	3.51
118	L1	I am satisfied that my personal safety is treated seriously at work	61	3.51
119	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	61	3.54
120	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	61	3.54
121	M1	I can decide on my own how to go about doing my work	59	3.58
122	O6d	The University of Reading respects people equally regardless of their age	60	3.58
123	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	61	3.59
124	L2	I feel safe and secure in my working environment	61	3.61
125	O2	I am aware of the University's priorities for Diversity and Inclusion	61	3.61
126	D3	I am trusted to do my job	61	3.64
127	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	61	3.64
128	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	59	3.64
129	D1d	I have a clear understanding about expected standards of behaviour	61	3.66
130	O6a	The University of Reading respects people equally regardless of their gender	60	3.68
131	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	61	3.69
132	O6c	The University of Reading respects people equally regardless of their disability status	59	3.69
133	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	61	3.75
134	O6b	The University of Reading respects people equally regardless of their nationality / race	60	3.77
135	O6e	The University of Reading respects people equally regardless of their sexual orientation	60	3.77
136	O6f	The University of Reading respects people equally regardless of their religion or beliefs	60	3.80
137	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	60	3.87
138	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	59	3.92
			Average:	*2.98*

Part G - Internal benchmarking for Finance & Corporate Services

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 Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	77	55		69	94	
	A2 I feel I have a good work-life balance	70	81	83	55		88	88	
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	75	82		73	89	
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	77	64		56	100	
	A5 I am able to take advantage of flexible working on an informal basis	80	78	71	64		75	69	
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	84	73		69	100	
	B2 Generally, I enjoy my work	92	92	87	91		75	100	
	B3 My work is varied and interesting to me	91	90	87	100		81	89	
	B4 My work gives me a sense of personal achievement	86	85	79	91		69	89	
	B5 I feel inspired to do my best work every day	80	81	80	80		63	89	
	B6 I feel I belong to a team	81	87	89	73		88	100	
	B7 I feel part of the University of Reading	76	81	78	82		64	89	
	B8 I feel valued by the University of Reading	59	64	56	55		44	72	
	B9 I feel valued by my colleagues	88	91	90	73		94	89	
	B10 I feel valued by students / internal customers	85	82	70	100		81	65	
	B11 I feel my job security at the University of Reading is good	70	75	77	82		69	78	
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	93	100		88	94	
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	66	73		69	39	
	C2 I feel fairly paid for the work I do	60	63	49	55		44	44	
	C3 I think my pay adequately reflects my performance	52	54	34	45		44	18	
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	60	100		53	44	
	C5 I am aware of the benefits offered by the University	71	77	73	100		69	61	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	92	91		81	94	
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	87	80		75	94	
	D1c I have a clear understanding about expected standards of performance	91	92	90	82		88	100	
	D1d I have a clear understanding about expected standards of behaviour	96	97	98	91		100	100	
	D2 I am satisfied with my current role and level of responsibility	76	77	77	91		69	78	
	D3 I am trusted to do my job	93	94	98	100		100	100	
	D4 The division of responsibilities between staff in my work area feels fair	68	72	59	64		44	50	
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	82	91		75	88	
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	67	50		75	78	
	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	40	9		44	44	
	D8 I don't worry about work outside my working hours *	39	47	44	18		50	72	
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	69	64		56	94	
	D10 I have adequate resources to complete my work	67	71	62	45		56	83	
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	50	45		56	56	
Considering Leaving	E1 I don't think about leaving the University *	65	68	58	27		69	67	
	E2 I'm not actively seeking to leave my job here at the University *	82	83	72	73		69	78	
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	67	100		75	22	
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	59	91		0	75	
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	58	60		0	33	
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	67	70		0	67	
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	58	60		0	33	
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	58	50		0	67	
	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	53	100		42	0	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	**Question**								
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	79	85	91		80	88	
	G2 I am satisfied with my current level of learning and development	75	72	67	73		56	78	
	G3 I have received sufficient training to enable me to do my job well	80	81	72	82		63	72	
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	66	45		56	81	
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	53	55		36	67	
	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	66	64		46	78	
	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	63	45		67	67	
	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	46	64		25	56	
	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	72	82		55	82	
	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	80	82		73	82	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Page 53

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	**Question**								
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	77	82		73	72	
	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	89	89		67	92	
	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	74	67		63	77	
	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	63	56		50	62	
	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	67	56		50	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	76	67		63	92	
	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	80	67		75	100	
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	81	73		75	100	
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	85	64		81	94	
	I10 I feel proud to work for the University of Reading	85	89	89	91		81	100	
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	79	64		63	100	
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	88	82		77	100	
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	54	55		44	72	
	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	83	100		67	75	
	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	81	83		83	69	
	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	81	83		71	85	
	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	85	67		100	92	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	**Question**								
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	72	73		56	83	
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	64	73		38	78	
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	72	73		57	76	
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	62	64		53	72	
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	69	64		63	72	
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	92	100		94	100	
	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	95	100		94	94	
	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	100		94	94	
	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	100	100		100	100	
	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	95	100		94	100	
	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	87	91		88	89	
	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	80	73		75	94	
	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	77	73		63	89	
	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	88	91		93	89	
	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	70	50		57	81	
	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	82		75	89	
	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	87	91		81	89	
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	93	91		94	94	
	L2 I feel safe and secure in my working environment	96	96	97	91		94	100	
	L3 I feel the University is interested in my physical wellbeing	78	83	75	73		73	72	
	L4 I feel the University is interested in my mental wellbeing	68	75	69	55		71	72	
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	68	55		60	72	
	L6 The University provides a satisfying work environment	79	81	74	64		63	83	
	L7 Are you aware of the Employee Assistance Programme?	40	49	52	82		50	39	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
	M1 I can decide on my own how to go about doing my work	93	92	97	100		94	100	
	M2 I am satisfied with the support I get from my immediate manager	86	86	89	91		81	94	
	M3 I am satisfied with the support I get from my work colleagues	90	91	84	64		88	83	
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	65	55		63	82	
	M5 Relationships at work are not strained *	75	76	60	55		69	59	
Working at the University	M6 I am able to handle all the conflicting demands on my time at work *	66	70	73	73		56	88	
	M7 I have the right equipment to do my job	83	87	84	82		94	89	
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	72	91		75	76	
	M9 I am able to take regular breaks on most days	69	74	62	55		69	56	
	M10 I have a place I can go to take a break at work	78	76	67	55		75	67	
	M11 I never feel stressed at work *	9	11	15	0		13	39	
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	67	64		57	82	
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	98	91		100	100	
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	23	18		31	29	
	N7 Are you aware of the University's Harassment Advisors?	35	40	31	45		38	33	

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

Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	93	97	100		100	100	
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	92	93	100		88	100	
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	95	97	100		94	94	
	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	98	100		93	100	
	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	90	91		79	100	
	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	98	100		100	94	
	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	98	100		100	94	
	O6a The University of Reading respects people equally regardless of their gender	92	93	98	100		100	94	
	O6b The University of Reading respects people equally regardless of their nationality / race	95	96	98	100		93	100	
	O6c The University of Reading respects people equally regardless of their disability status	96	97	98	100		100	94	
	O6d The University of Reading respects people equally regardless of their age	92	93	93	100		87	94	
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	99	100	100		100	100	
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	100	100		100	100	
	O7 I have not felt discriminated against at work in the last 12 months? *	92	94	98	100		94	100	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	77	82		81	78	
	P1b I receive information in a timely way in regard to wider University issues	76	76	75	73		75	89	
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	85	100		81	83	
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	87	91		81	94	
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	60	45		31	82	
	P4 I know where to find information about important decisions made at the University of Reading	56	60	64	64		50	83	
	P5 On the whole, communication in the University of Reading is effective	60	63	51	27		56	72	
	P6 Communication between senior management and staff is effective	54	58	51	36		47	71	
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	35	18		47	50	
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	58	64		47	78	
	Q2 I feel able to voice my opinions	71	75	70	91		67	72	
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	69	70		67	83	
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	72	82		47	89	
	Q5 I am confident my ideas or suggestions will be listened to	60	65	61	64		57	72	
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	46	45		21	67	
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	53	36		50	72	
	Q8a I feel there is good co-operation between teams in my department	83	83	70	55		75	78	
	Q8b I feel there is good co-operation between different departments	62	64	60	45		75	65	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
	R1 The current pace of change in the University of Reading is about right	27	32	29	27		21	41	
	R2 In my opinion the recent PAS changes were well planned	17	20	14	9		7	29	
	R3 In my opinion the recent PAS changes were well explained	25	29	27	18		20	50	
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	36	27		36	53	
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	34	27		27	53	
Managing Change	R6a Generally, change within my department is managed well	72	70	52	18		38	82	
	R6b Generally, change within the University of Reading is managed well	36	40	25	18		7	56	
	R6c Generally, the process of change does not cause me concern and worry *	49	56	53	82		27	56	
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	23	18		8	33	
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	64	73		38	65	
	R6f Generally, I think things will improve in the next 12 months	61	72	72	73		67	75	
	R7 I feel action will be taken as a result of this survey	54	60	56	50		38	59	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
	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?								
Comment Themes	Being Treated Fairly / Diversity & Inclusion	4	4	0	0		0	0	
	Communication	10	16	14	25		10	6	
	Facilities / Environment	7	5	4	0		10	6	
	Feeling Valued / Supported	7	6	6	13		0	13	
	Health and Wellbeing	4	5	2	0		0	6	
	Job Satisfaction	1	1	2	0		0	0	
	Job Security	3	1	0	0		0	0	
	Managing Change	3	5	6	0		10	13	
	Management – Immediate / Local	3	2	0	0		0	0	
	Pay & Benefits	9	10	14	13		0	13	
	PAS / Re-organisation	15	11	16	13		30	19	
	Relationships / Co-operation	3	4	4	13		0	0	
	Role & Responsibilities	4	3	6	13		10	0	
	Student / Internal Customer Satisfaction	2	1	2	0		0	6	
	Senior Management	9	9	8	0		10	0	
	Systems / Processes	8	6	6	13		10	0	
	Training, Development & Progression	5	7	4	0		0	13	
	Other	4	4	4	0		10	6	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

Internal benchmarking for Finance & Corporate Services

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.

		University of Reading	Management / Professional Service and other	Finance & Corporate Services	Finance, Planning and Strategy	Procurement	Specialist Accounting	Transactional Services	All other FCS
Total Reds		18	16	18	30		42	18	
Total Greens		84	92	73	68		62	98	
Total number of respondents		2673	1096	61	11	<10	16	18	<10
Section	Question								
	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	18	13		11	36	
	Communication	1	1	7	13		11	7	
	Facilities / Environment	12	13	16	38		0	14	
	Feeling Valued / Supported	12	12	14	13		0	14	
	Health and Wellbeing	5	5	5	0		11	7	
	Job Satisfaction	14	13	9	0		22	0	
Comment Themes (Continued)	Job Security	3	3	2	0		0	0	
	Managing Change	0	1	0	0		0	0	
	Management – Immediate / Local	5	4	0	0		0	0	
	Pay & Benefits	4	5	7	0		11	7	
	PAS / Re-organisation	1	1	2	13		0	0	
	Relationships / Co-operation	16	15	9	0		22	0	
	Role & Responsibilities	3	3	2	0		11	0	
	Student / Internal Customer Satisfaction	3	3	0	0		0	0	
	Senior Management	2	1	2	0		0	0	
	Systems / Processes	1	1	0	0		0	0	
	Training, Development & Progression	6	6	0	0		0	0	
	Other	7	7	7	13		0	14	

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
Prepared by Capita Surveys and Research

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	$\square_4$	$\square_3$	$\square_2$	$\square_1$

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

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 feel stressed at work	☐	☐	☐	☐

'Never' is considered the positive response.

	About right	Too fast	Too slow	No opinion
The current pace of change in the University of Reading is	☐	☐	☐	☐

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

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

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?	☐	☐

'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 ±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
Number of responses	909	926	507	297	2,639	1,835
Percent of responses	34.4448%	35.0890%	19.2118%	11.2543%	99.9999%	69.5338% (rounds to 70%)
Rounds to	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
Total	**2,646**		**8,782**

Calculation for average question score:

$$\frac{8,782}{2,646} \quad \begin{array}{l}\text{[Total value of responses to question]}\\ \text{[Number of employees responding to question]}\end{array}$$

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**.