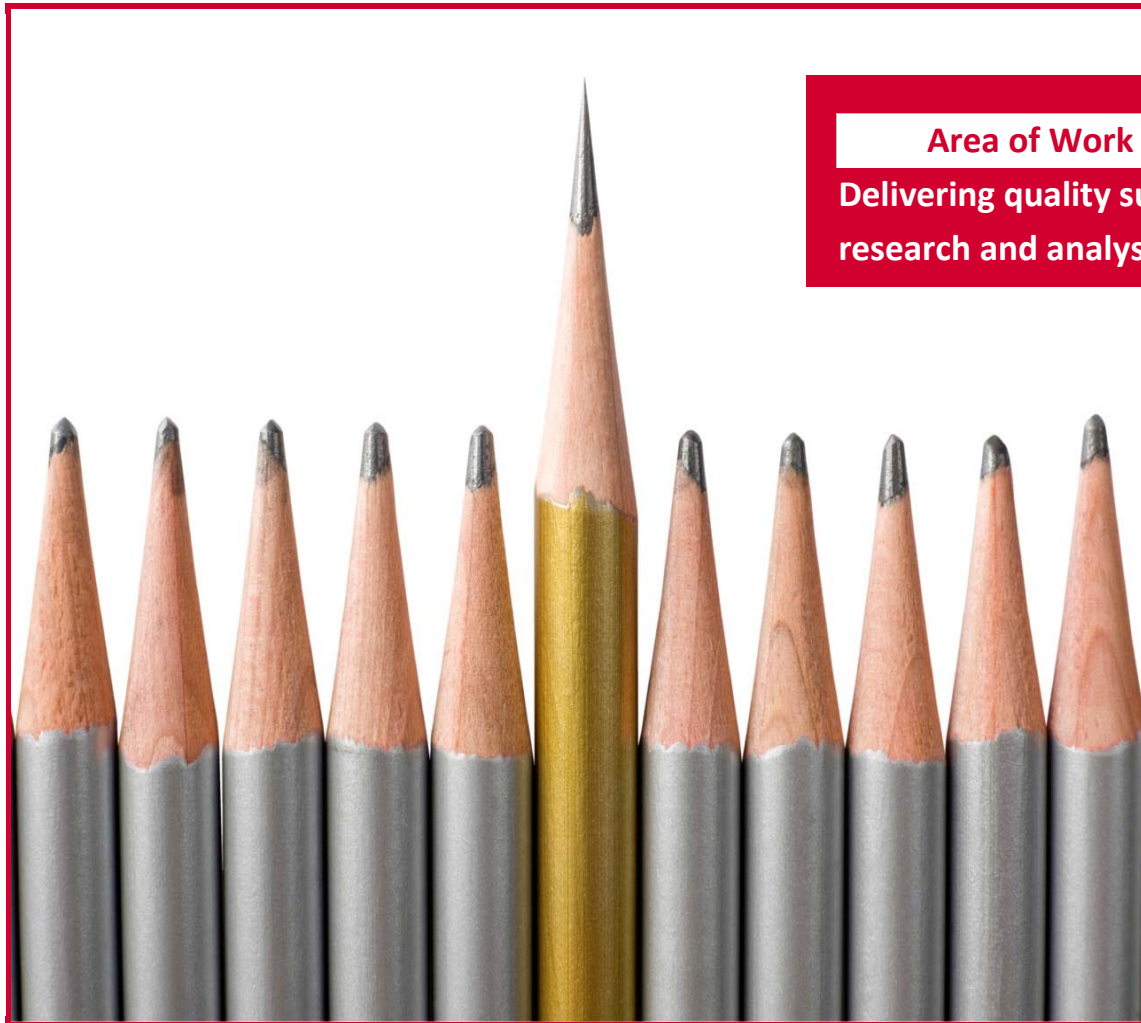


University of Reading



Area of Work Report

Delivering quality survey,
research and analysis solutions.

Human Resources

Employee Survey 2017
Project Number: 8046

May 2017



Delivering outstanding survey
and research services
CAPITA SURVEYS AND RESEARCH

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University of Reading - Human Resources

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 85% i.e. 63 of the 74 employees in Human Resources responded to the survey.

Presentation of results

This report presents a summary of the results for Human Resources 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 questions¹ 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 Human Resources

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: 63

Question	AOW
	%
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 ^	100
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	100
L2 I feel safe and secure in my working environment	100
N1 I'm not currently being harassed or bullied at work? *	100
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	100
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 *	100
O6c The University of Reading respects people equally regardless of their disability status	100
O6e The University of Reading respects people equally regardless of their sexual orientation	100
D3 I am trusted to do my job	98
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 ^	98
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	98
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	98
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	98
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	98
L1 I am satisfied that my personal safety is treated seriously at work	98
M1 I can decide on my own how to go about doing my work	98
M3 I am satisfied with the support I get from my work colleagues	98
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	98
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	98

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

Most positive perceptions from the area of work

Total number of responses: 63

Question	AOW
	%
O6f The University of Reading respects people equally regardless of their religion or beliefs	98
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	98

Part B - Least positive perceptions and areas identified for improvement for Human Resources

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: 63

Question	AOW %
R2 In my opinion the recent PAS changes were well planned	9
M11 I never feel stressed at work *	11
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	16
R3 In my opinion the recent PAS changes were well explained	19
R6b Generally, change within the University of Reading is managed well	31
D8 I don't worry about work outside my working hours *	42
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 *	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	44
R5 In my opinion other recent changes (not PAS) have been well explained	44
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	45
R1 The current pace of change in the University of Reading is about right	45
R4 In my opinion other recent changes (not PAS) have been well planned	45
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	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 +/-2%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than three percentage points for this to be considered a real difference between the scores.

Part C - Strength report by section for Human Resources 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:	141
	51% - 74% = Opportunity for improvement	No difference:	4
	50% or lower = Needs improvement	Negative difference:	9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section A: Work-Life Balance				
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	97	77	20	
A1 The University of Reading provides good support to help me balance my work and personal commitments	95	74	21	
A2 I feel I have a good work-life balance	94	70	24	
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	90	82	8	
A5 I am able to take advantage of flexible working on an informal basis	90	80	10	
Section B: Job Satisfaction				
B9 I feel valued by my colleagues	97	88	9	
B1 The University of Reading is a good place to work	97	87	10	
B12 I'm interested in the University of Reading, to me it's not just a job *	95	91	4	
B2 Generally, I enjoy my work	94	92	2	
B3 My work is varied and interesting to me	94	91	3	
B6 I feel I belong to a team	92	81	11	
B5 I feel inspired to do my best work every day	90	80	10	
B7 I feel part of the University of Reading	90	76	14	
B11 I feel my job security at the University of Reading is good	89	70	19	
B4 My work gives me a sense of personal achievement	86	86	0	
B10 I feel valued by students / internal customers	84	85	-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
■	51% - 74% = Opportunity for improvement
■	50% or lower = Needs improvement

Positive difference:	141
No difference:	4
Negative difference:	9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section B: Job Satisfaction				
B8 I feel valued by the University of Reading	78	59	19	
Section C: Pay and Benefits				
C4 I am aware of the University's arrangements for recognising and rewarding good performance	95	69	26	
C5 I am aware of the benefits offered by the University	94	71	23	
C1 Overall, I feel the University of Reading offers a good pay and benefits package	76	68	8	
C2 I feel fairly paid for the work I do	73	60	13	
C3 I think my pay adequately reflects my performance	63	52	11	
Section D: Your Role				
D3 I am trusted to do my job	98	93	5	
D1d I have a clear understanding about expected standards of behaviour	97	96	1	
D1c I have a clear understanding about expected standards of performance	97	91	6	
D6 People are willing to help each other even if it means doing something outside their usual activities	97	82	15	
D1a I have a clear understanding about my role within the University of Reading	94	90	4	
D1b I have a clear understanding about what I am expected to achieve in my job	94	89	5	
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	92	77	15	
D11 I don't feel priorities are changed too frequently for me to work efficiently *	85	63	22	
D2 I am satisfied with my current role and level of responsibility	84	76	8	
D4 The division of responsibilities between staff in my work area feels fair	82	68	14	
D10 I have adequate resources to complete my work	77	67	10	
D9 I don't find my current workload too much and I am not struggling to cope *	75	61	14	
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 *	44	33	11	
D8 I don't worry about work outside my working hours *	42	39	3	
Section E: Considering Leaving				
E2 I'm not actively seeking to leave my job here at the University *	86	82	4	
E1 I don't think about leaving the University *	73	65	8	
Section F: Performance Development Review (PDR)				
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	92	75	17	
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	86	85	1	
F3 Was your Performance Development Review (PDR) useful for you? ^	86	68	18	
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	85	64	21	

^ 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: 141
 No difference: 4
 Negative difference: 9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section F: Performance Development Review (PDR)				
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	79	74	5	
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	50	43	7	
Section G: Learning and Development				
G3 I have received sufficient training to enable me to do my job well	90	80	10	
G4 Overall, I feel that the University of Reading provides appropriate development opportunities	87	77	10	
G2 I am satisfied with my current level of learning and development	85	75	10	
G1 I feel that I am given the same opportunities to develop as other staff	83	78	5	
Section H: University Executive Board (UEB)				
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	82	69	13	
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	76	0	
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	76	69	7	
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	65	69	-4	
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	62	61	1	
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	44	43	1	
Section I: Culture and Values				
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 ^	100	92	8	
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 ^	98	88	10	
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	97	92	5	
I11 Would you recommend the University of Reading to a friend as a place to work?	95	81	14	
I10 I feel proud to work for the University of Reading	94	85	9	
I8 I feel the University of Reading delivers good quality service to students / internal customers	94	83	11	
I12 Would you recommend the University of Reading to a friend as a place to study?	92	89	3	
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	86	63	23	
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 ^	83	69	14	

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

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

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

Positive difference: 141
 No difference: 4
 Negative difference: 9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section I: Culture and Values				
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 ^	80	85	-5	
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 ^	79	81	-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	79	64	15	
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 ^	78	76	2	
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	75	70	5	
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 ^	71	63	8	
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 ^	66	64	2	
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	64	0	
Section J: Your School or Function Leadership				
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	100	85	15	
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	98	81	17	
J4 My School / Function Leadership Team listen to and respond to the views of staff	97	75	22	
J1 My School / Function Leadership Team manage and lead our School / Function well	95	83	12	
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	84	76	8	
Section K: Your Manager / Supervisor				
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	98	93	5	
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	98	93	5	
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	98	81	17	
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	95	86	9	
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	94	90	4	
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	94	88	6	

^ 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: 141
 No difference: 4
 Negative difference: 9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
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	94	84	10	
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	94	79	15	
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	90	81	9	
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	90	79	11	
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	86	74	12	
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	86	72	14	
Section L: Health, Safety and Wellbeing				
L2 I feel safe and secure in my working environment	100	96	4	
L1 I am satisfied that my personal safety is treated seriously at work	98	95	3	
L7 Are you aware of the Employee Assistance Programme?	90	40	50	
L4 I feel the University is interested in my mental wellbeing	85	68	17	
L6 The University provides a satisfying work environment	84	79	5	
L3 I feel the University is interested in my physical wellbeing	84	78	6	
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	78	62	16	
Section M: Working at the University				
M1 I can decide on my own how to go about doing my work	98	93	5	
M3 I am satisfied with the support I get from my work colleagues	98	90	8	
M2 I am satisfied with the support I get from my immediate manager	92	86	6	
M5 Relationships at work are not strained *	92	75	17	
M12 Overall, I don't feel unduly stressed at work * ^	88	69	19	
M7 I have the right equipment to do my job	87	83	4	
M4 There are usually sufficient people in the team I am working in to handle our workload	84	61	23	
M6 I am able to handle all the conflicting demands on my time at work *	82	66	16	
M9 I am able to take regular breaks on most days	79	69	10	
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	73	54	19	
M10 I have a place I can go to take a break at work	60	78	-18	
M11 I never feel stressed at work *	11	9	2	
Section N: Harassment and Bullying				
N1 I'm not currently being harassed or bullied at work? *	100	97	3	

^ 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: 141
 No difference: 4
 Negative difference: 9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section N: Harassment and Bullying				
N7 Are you aware of the University’s Harassment Advisors?	67	35	32	
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	60	23	37	
Section O: Diversity and Inclusion				
O6e The University of Reading respects people equally regardless of their sexual orientation	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 *	100	96	4	
O6c The University of Reading respects people equally regardless of their disability status	100	96	4	
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	100	94	6	
O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	0	
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	98	95	3	
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	98	91	7	
O6b The University of Reading respects people equally regardless of their nationality / race	97	95	2	
O6a The University of Reading respects people equally regardless of their gender	95	92	3	
O7 I have not felt discriminated against at work in the last 12 months? *	95	92	3	
O6d The University of Reading respects people equally regardless of their age	94	92	2	
O2 I am aware of the University’s priorities for Diversity and Inclusion	94	91	3	
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 *	92	90	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				
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	98	89	9	
P1a I receive information in a timely way in regard to local issues in my area of work	87	81	6	
P2b The information I receive is straightforward and I understand it in regard to wider University issues	87	80	7	
P1b I receive information in a timely way in regard to wider University issues	77	76	1	
P5 On the whole, communication in the University of Reading is effective	69	60	9	
P3 There are opportunities for me to feed my views upwards in the University of Reading	69	57	12	
P6 Communication between senior management and staff is effective	63	54	9	
P4 I know where to find information about important decisions made at the University of Reading	60	56	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:	141
No difference:	4
Negative difference:	9

Total number of responses:		63	2673	
Question	AOW %	UoR %	+/-	
Section P: Communication				
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	45	42	3	
Section Q: Staff Involvement				
Q4 I am personally encouraged to look for ways to improve the way we do things	90	69	21	
Q2 I feel able to voice my opinions	87	71	16	
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	85	72	13	
Q8a I feel there is good co-operation between teams in my department	84	83	1	
Q5 I am confident my ideas or suggestions will be listened to	83	60	23	
Q1 I feel there are adequate opportunities to raise points of concern	73	64	9	
Q8b I feel there is good co-operation between different departments	68	62	6	
Q7 I am confident I will get feedback on my ideas or suggestions	66	51	15	
Q6 I feel the University genuinely listens to staff views during consultations	54	43	11	
Section R: Managing Change				
R6a Generally, change within my department is managed well	85	72	13	
R6f Generally, I think things will improve in the next 12 months	82	61	21	
R6e Generally, I have seen some positive changes in the last 12 months	77	55	22	
R6c Generally, the process of change does not cause me concern and worry *	72	49	23	
R7 I feel action will be taken as a result of this survey	71	54	17	
R4 In my opinion other recent changes (not PAS) have been well planned	45	38	7	
R1 The current pace of change in the University of Reading is about right	45	27	18	
R5 In my opinion other recent changes (not PAS) have been well explained	44	39	5	
R6b Generally, change within the University of Reading is managed well	31	36	-5	
R3 In my opinion the recent PAS changes were well explained	19	25	-6	
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	16	18	-2	
R2 In my opinion the recent PAS changes were well planned	9	17	-8	

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

Part D - Frequency Charts for Human Resources

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 Human Resources

Section A: Work-Life Balance

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



Total
Responses:
63

Positive %:
95

A2 I feel I have a good work-life balance



Total
Responses:
63

Positive %:
94

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



Total
Responses:
63

Positive %:
97

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



Total
Responses:
63

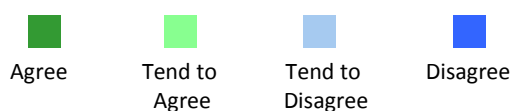
Positive %:
90

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



Total
Responses:
62

Positive %:
90



Part D - Frequency Charts for Human Resources

Section B: Job Satisfaction

B1 The University of Reading is a good place to work



Total
Responses:
62

Positive %:
97

B2 Generally, I enjoy my work



Total
Responses:
63

Positive %:
94

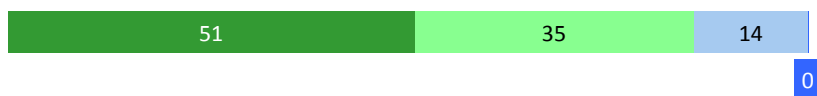
B3 My work is varied and interesting to me



Total
Responses:
63

Positive %:
94

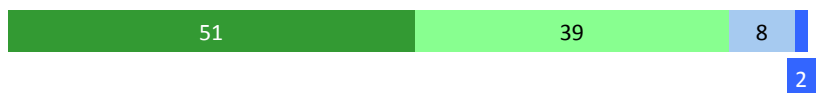
B4 My work gives me a sense of personal achievement



Total
Responses:
63

Positive %:
86

B5 I feel inspired to do my best work every day



Total
Responses:
61

Positive %:
90

B6 I feel I belong to a team



Total
Responses:
63

Positive %:
92

B7 I feel part of the University of Reading



Total
Responses:
63

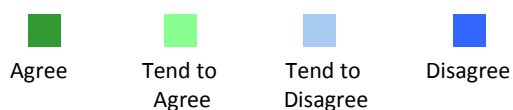
Positive %:
90

B8 I feel valued by the University of Reading



Total
Responses:
63

Positive %:
78



Part D - Frequency Charts for Human Resources

Section B: Job Satisfaction

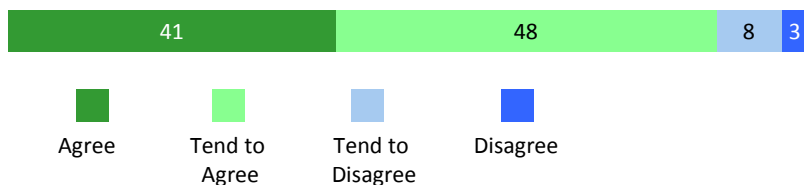
B9 I feel valued by my colleagues

Total
Responses:
63Positive %:
97

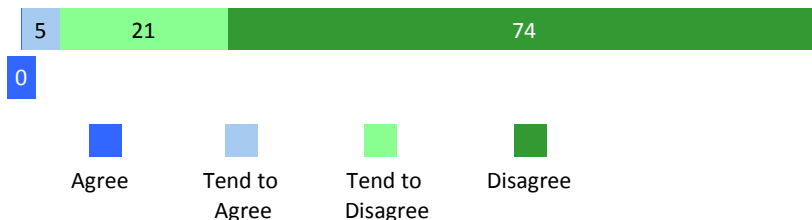
B10 I feel valued by students / internal customers

Total
Responses:
62Positive %:
84

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

Total
Responses:
61Positive %:
89

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

Total
Responses:
62Positive %:
95

Part D - Frequency Charts for Human Resources

Section C: Pay and Benefits

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



Total
Responses:
63

Positive %:
76

C2 I feel fairly paid for the work I do



Total
Responses:
63

Positive %:
73

C3 I think my pay adequately reflects my performance



Total
Responses:
63

Positive %:
63

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



Total
Responses:
63

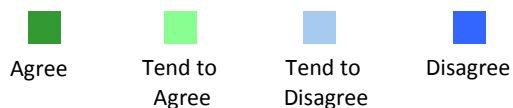
Positive %:
95

C5 I am aware of the benefits offered by the University



Total
Responses:
63

Positive %:
94



Part D - Frequency Charts for Human Resources

Section D: Your Role

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



Total
Responses:
63

Positive %:
94

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



Total
Responses:
63

Positive %:
94

D1c I have a clear understanding about expected standards of performance



Total
Responses:
63

Positive %:
97

D1d I have a clear understanding about expected standards of behaviour



Total
Responses:
63

Positive %:
97

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



Total
Responses:
62

Positive %:
84

D3 I am trusted to do my job



Total
Responses:
63

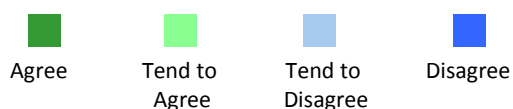
Positive %:
98

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



Total
Responses:
60

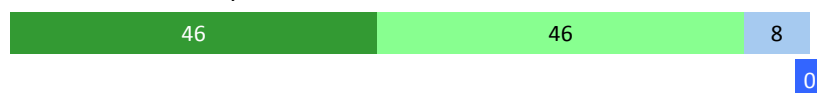
Positive %:
82



Part D - Frequency Charts for Human Resources

Section D: Your Role

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



Total
Responses:
61





Positive %:
92

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

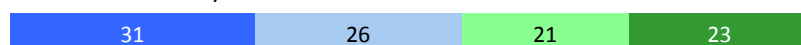


Total
Responses:
61

Positive %:
97

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

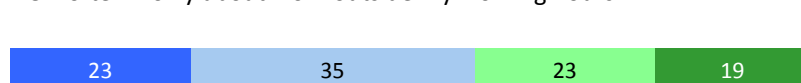
D7 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload



Total
Responses:
62

Positive %:
44

D8 I often worry about work outside my working hours



Total
Responses:
62





Positive %:
42

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

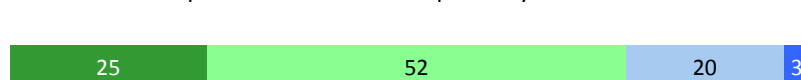


Total
Responses:
60

Positive %:
75





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

D10 I have adequate resources to complete my work



Total
Responses:
61

Positive %:
77





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
60

Positive %:
85

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Human Resources

Section E: Considering Leaving

E1 I often think about leaving the University



Total Responses: 63
Positive %: 73

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



Total Responses: 63
Positive %: 86



Part D - Frequency Charts for Human Resources

Section F: Performance Development Review (PDR)

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



Total
Responses:
63

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



Total
Responses:
50

Positive %:
92

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

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



Total
Responses:
44

Positive %:
86

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

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



Total
Responses:
42

Positive %:
86

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

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



Total
Responses:
41

Positive %:
85

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

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



Total
Responses:
43

Positive %:
79

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



Yes



No

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



Total
Responses:
4

Positive %:
50

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



Yes



No

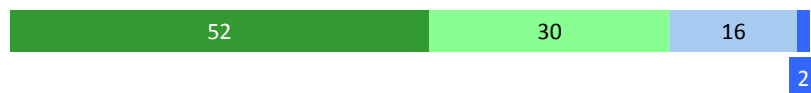


Not Sure

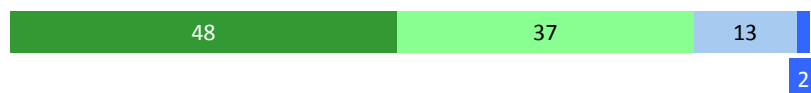
Part D - Frequency Charts for Human Resources

Section G: Learning and Development

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

Total
Responses:
63Positive %:
83

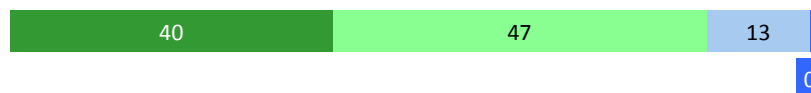
G2 I am satisfied with my current level of learning and development

Total
Responses:
62Positive %:
85

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

Total
Responses:
62Positive %:
90

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

Total
Responses:
62Positive %:
87 Agree Tend to
Agree Tend to
Disagree Disagree

Part D - Frequency Charts for Human Resources

Section H: University Executive Board (UEB)

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



Total
Responses:

58

Positive %:

62

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



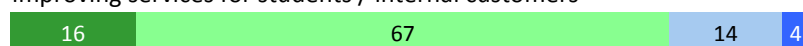
Total
Responses:

60

Positive %:

65

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



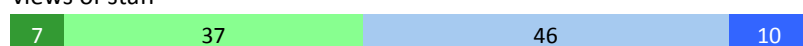
Total
Responses:

57

Positive %:

82

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



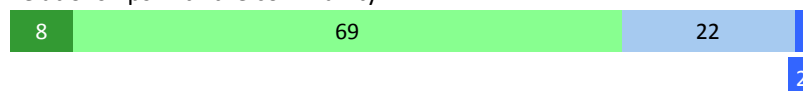
Total
Responses:

59

Positive %:

44

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



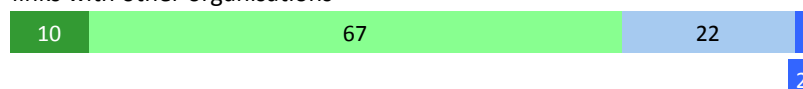
Total
Responses:

51

Positive %:

76

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

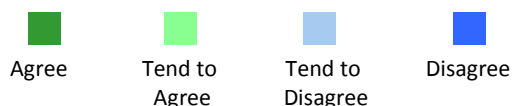


Total
Responses:

51

Positive %:

76



Part D - Frequency Charts for Human Resources

Section I: Culture and Values

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

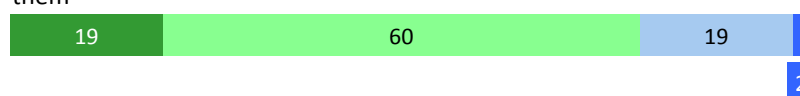


 A Lot
  A Little
  Nothing

Total
Responses:
63

Positive %:
75

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



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

Total
Responses:
47

Positive %:
79

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



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

Total
Responses:
44

Positive %:
64

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



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

Total
Responses:
45

Positive %:
71

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

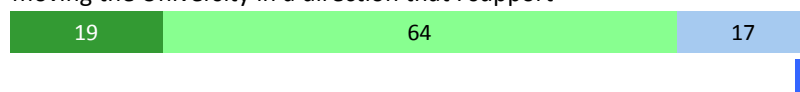


(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

Total
Responses:
41

Positive %:
66





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



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

Total
Responses:
42

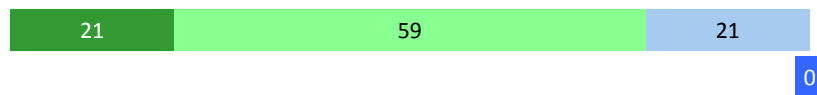
Positive %:
83

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Human Resources

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'



Total
Responses:

Positive %:

39

79

(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



Total
Responses:

Positive %:

62

94

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



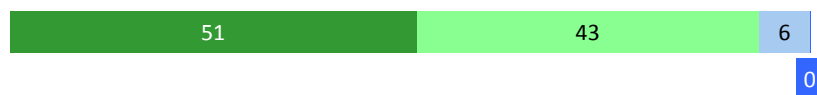
Total
Responses:

Positive %:

62

97

I10 I feel proud to work for the University of Reading



Total
Responses:

Positive %:

63

94

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



Total
Responses:

Positive %:

63

95

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







Total
Responses:

Positive %:

63

92

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:

Positive %:

63

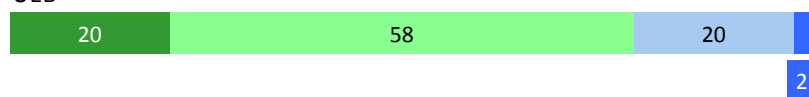
86

 Yes
  No

Part D - Frequency Charts for Human Resources

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



Total
Responses:

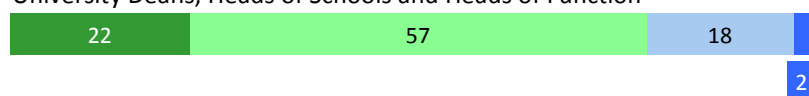
50

Positive %:

78

(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



Total
Responses:

49

Positive %:

80

(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



Total
Responses:

53

Positive %:

98

(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



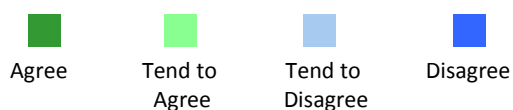
Total
Responses:

53

Positive %:

100

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



Part D - Frequency Charts for Human Resources

Section J: Your School or Function Leadership

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



Total
Responses:
60

Positive %:
95

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



Total
Responses:
61

Positive %:
84

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



Total
Responses:
62

Positive %:
100

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



Total
Responses:
62

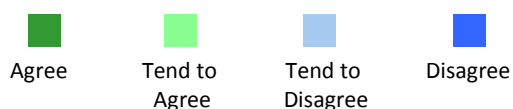
Positive %:
97

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



Total
Responses:
61

Positive %:
98



Part D - Frequency Charts for Human Resources

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



Total
Responses:

62

Positive %:

95

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



Total
Responses:

63

Positive %:

94

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



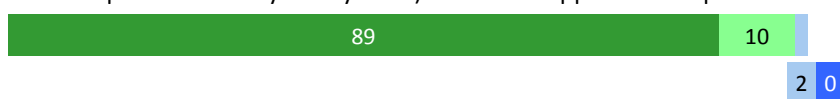
Total
Responses:

63

Positive %:

98

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



Total
Responses:

63

Positive %:

98

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



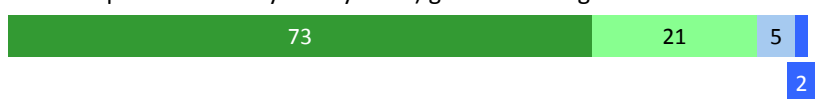
Total
Responses:

62

Positive %:

94

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



Total
Responses:

63

Positive %:

94

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



Total
Responses:

62

Positive %:

90

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

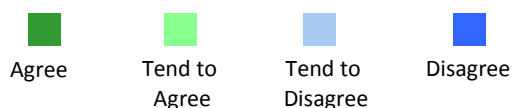


Total
Responses:

63

Positive %:

86



Part D - Frequency Charts for Human Resources

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:

63

Positive %:

90

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:

59

Positive %:

86

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:

62

Positive %:

98

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

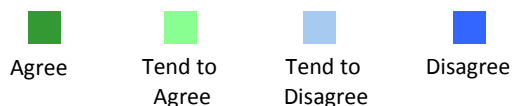


Total
Responses:

62

Positive %:

94



Part D - Frequency Charts for Human Resources

Section L: Health, Safety and Wellbeing

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



Total
Responses:
62

Positive %:
98

L2 I feel safe and secure in my working environment



Total
Responses:
61

Positive %:
100

L3 I feel the University is interested in my physical wellbeing



Total
Responses:
62

Positive %:
84

L4 I feel the University is interested in my mental wellbeing



Total
Responses:
61

Positive %:
85

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



Total
Responses:
63





Positive %:
78

L6 The University provides a satisfying work environment



Total
Responses:
62

Positive %:
84

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

L7 Are you aware of the Employee Assistance Programme?



Total
Responses:
63

Positive %:
90

 Yes
  No

Part D - Frequency Charts for Human Resources

Section M: Working at the University

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



Total
Responses:
63

Positive %:
98

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



Total
Responses:
63

Positive %:
92

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



Total
Responses:
63





Positive %:
98

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



Total
Responses:
63

Positive %:
84

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

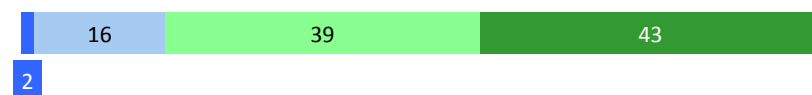
M5 Relationships at work are strained



Total
Responses:
61





Positive %:
92

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



Total
Responses:
61

Positive %:
82





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

M7 I have the right equipment to do my job



Total
Responses:
60

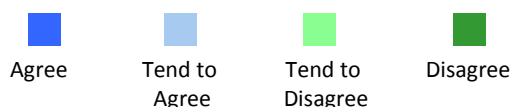
Positive %:
87

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Human Resources

Section M: Working at the University

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



Total
Responses:
60

Positive %:
73

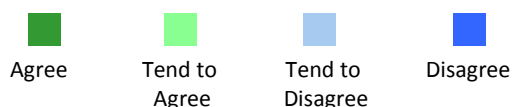
M9 I am able to take regular breaks on most days



Total
Responses:
61

Positive %:
79

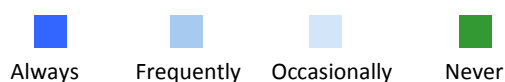
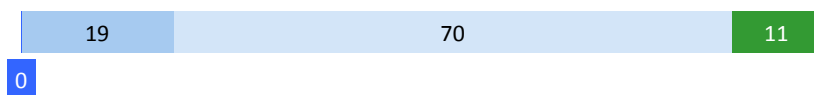
M10 I have a place I can go to take a break at work



Total
Responses:
62

Positive %:
60

M11 I feel stressed at work



Total
Responses:
63

Positive %:
11

M12 Overall, I feel unduly stressed at work



Total
Responses:
56

Positive %:
88

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

Part D - Frequency Charts for Human Resources

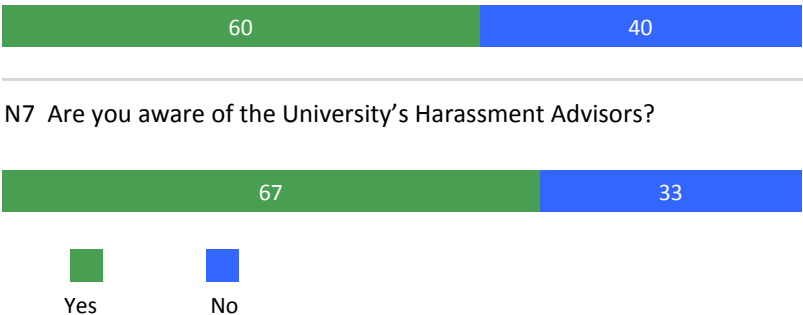
Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?



Total Responses: 63
Positive %: 100

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



Total Responses: 62
Positive %: 60

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



Total Responses: 61
Positive %: 67

Part D - Frequency Charts for Human Resources

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:
63

Positive %:
98

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



Total
Responses:
63

Positive %:
94

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



Total
Responses:
63

Positive %:
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



Total
Responses:
61

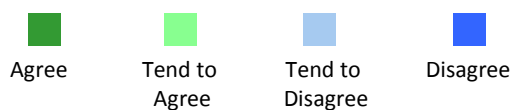
Positive %:
100

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



Total
Responses:
59

Positive %:
90



Part D - Frequency Charts for Human Resources

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 %:
63	92

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 %:
63	100



Part D - Frequency Charts for Human Resources

Section O: Diversity and Inclusion

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



Total
Responses:
63

Positive %:
95

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



Total
Responses:
63

Positive %:
97

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



Total
Responses:
63

Positive %:
100

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



Total
Responses:
63

Positive %:
94

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



Total
Responses:
63





Positive %:
100

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



Total
Responses:
63

Positive %:
98

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
63

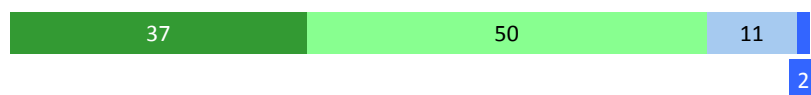
Positive %:
95

 Yes
  No

Part D - Frequency Charts for Human Resources

Section P: Communication

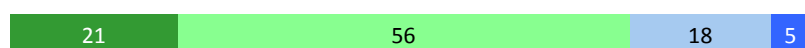
P1a I receive information in a timely way in regard to local issues in my area of work



Total
Responses:
62

Positive %:
87

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



Total
Responses:
62

Positive %:
77

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



Total
Responses:
60

Positive %:
98

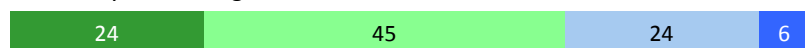
P2b The information I receive is straightforward and I understand it in regard to wider University issues



Total
Responses:
60

Positive %:
87

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



Total
Responses:
62

Positive %:
69

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



Total
Responses:
62

Positive %:
60

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



Total
Responses:
61

Positive %:
69

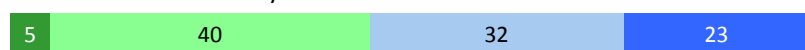
P6 Communication between senior management and staff is effective



Total
Responses:
60

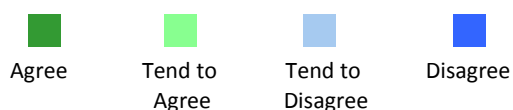
Positive %:
63

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



Total
Responses:
60

Positive %:
45



Part D - Frequency Charts for Human Resources

Section Q: Staff Involvement

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



Total
Responses:
63

Positive %:
73

Q2 I feel able to voice my opinions



Total
Responses:
63

Positive %:
87

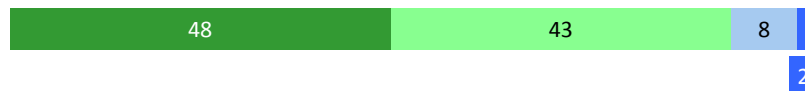
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so



Total
Responses:
61

Positive %:
85

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



Total
Responses:
61

Positive %:
90

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



Total
Responses:
60

Positive %:
83

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



Total
Responses:
57

Positive %:
54

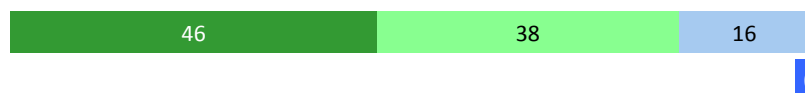
Q7 I am confident I will get feedback on my ideas or suggestions



Total
Responses:
59

Positive %:
66

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



Total
Responses:
61





Positive %:
84

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



Total
Responses:
60

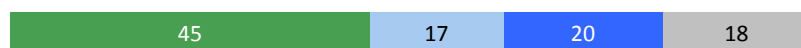
Positive %:
68





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Human Resources

Section R: Managing Change

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



 About Right
  Too Fast
  Too Slow
  No Opinion

Total
Responses:
60

Positive %:
45

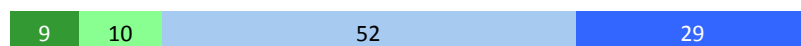
R2 In my opinion the recent PAS changes were well planned



Total
Responses:
58

Positive %:
9

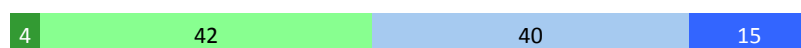
R3 In my opinion the recent PAS changes were well explained



Total
Responses:
58

Positive %:
19

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



Total
Responses:
53

Positive %:
45

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



Total
Responses:
52

Positive %:
44

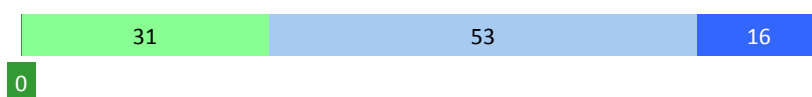
R6a Generally, change within my department is managed well



Total
Responses:
62





Positive %:
85

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



Total
Responses:
58

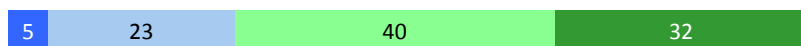
Positive %:
31

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Human Resources

Section R: Managing Change

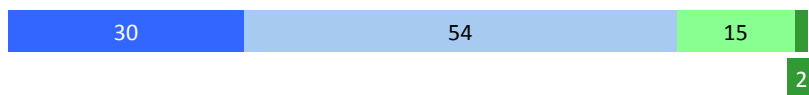
R6c Generally, the process of change causes me concern and worry



Total
Responses:
60





Positive %:
72

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

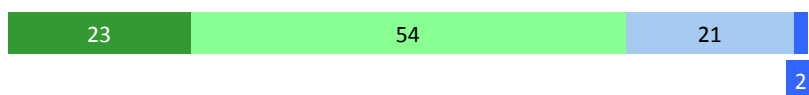


Total
Responses:
61

Positive %:
16





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
57

Positive %:
77

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

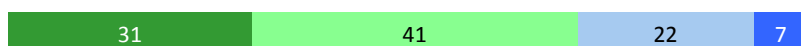
R6f Generally, I think things will improve in the next 12 months



Total
Responses:
56





Positive %:
82

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



Total
Responses:
59

Positive %:
71

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part E - Comment Themes for Human Resources

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

Comment Theme	Count of theme
Being Treated Fairly / Diversity & Inclusion	2
Communication	11
Facilities / Environment	7
Feeling Valued / Supported	2
Health and Wellbeing	2
Job Satisfaction	1
Managing Change	3
Pay & Benefits	3
PAS / Re-organisation	3
Relationships / Co-operation	1
Senior Management	5
Systems / Processes	3
Training, Development & Progression	1
Other	1

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	3
Communication	1
Facilities / Environment	7
Feeling Valued / Supported	11
Health and Wellbeing	4
Job Satisfaction	3
Job Security	1
Management – Immediate / Local	3
Pay & Benefits	1
Relationships / Co-operation	8
Role & Responsibilities	2
Student / Internal Customer Satisfaction	1
Training, Development & Progression	1
Other	1

Part F - Survey Results Ranked By Degree of Importance to Respondents for Human Resources

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	Qn	Question	Number of staff expressing an opinion	Average question score
-ing	No.			
1	R2	In my opinion the recent PAS changes were well planned	58	1.64
2	R6d	Generally, more could be done to help staff prepare for and cope with change	61	1.89
3	R3	In my opinion the recent PAS changes were well explained	58	1.98
4	R6b	Generally, change within the University of Reading is managed well	58	2.16
5	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	60	2.27
6	R4	In my opinion other recent changes (not PAS) have been well planned	53	2.34
7	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	62	2.35
8	R5	In my opinion other recent changes (not PAS) have been well explained	52	2.37
9	D8	I often worry about work outside my working hours	62	2.39
10	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	59	2.41
11	Q6	I feel the University genuinely listens to staff views during consultations	57	2.56
12	P6	Communication between senior management and staff is effective	60	2.58
13	P4	I know where to find information about important decisions made at the University of Reading	62	2.66
14	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	60	2.70
15	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	44	2.70
16	P5	On the whole, communication in the University of Reading is effective	61	2.70
17	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	58	2.72
18	Q8b	I feel there is good co-operation between different departments	60	2.73
19	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	41	2.78
20	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	51	2.82

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
21	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	51	2.84
22	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	45	2.84
23	M10	I have a place I can go to take a break at work	62	2.85
24	P3	There are opportunities for me to feed my views upwards in the University of Reading	62	2.87
25	C3	I think my pay adequately reflects my performance	63	2.87
26	Q7	I am confident I will get feedback on my ideas or suggestions	59	2.92
27	P1b	I receive information in a timely way in regard to wider University issues	62	2.94
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	2.95
29	R7	I feel action will be taken as a result of this survey	59	2.95
30	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	47	2.96
31	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	50	2.96
32	C2	I feel fairly paid for the work I do	63	2.97
33	R6e	Generally, I have seen some positive changes in the last 12 months	57	2.98
34	R6c	Generally, the process of change causes me concern and worry	60	2.98
35	D10	I have adequate resources to complete my work	61	2.98
36	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	39	3.00
37	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	49	3.00
38	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	3.02
39	C1	Overall, I feel the University of Reading offers a good pay and benefits package	63	3.03
40	Q1	I feel there are adequate opportunities to raise points of concern	63	3.03
41	D9	I find my current workload too much and I am struggling to cope	60	3.08
42	B8	I feel valued by the University of Reading	63	3.10
43	M8	I am required to do unimportant tasks which prevent me completing more important ones	60	3.10
44	E1	I often think about leaving the University	63	3.13
45	R6f	Generally, I think things will improve in the next 12 months	56	3.16
46	B10	I feel valued by students / internal customers	62	3.16
47	R6a	Generally, change within my department is managed well	62	3.16
48	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	60	3.17
49	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	63	3.17
50	Q5	I am confident my ideas or suggestions will be listened to	60	3.20

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
51	I8	I feel the University of Reading delivers good quality service to students / internal customers	62	3.21
52	D11	I feel priorities are changed too frequently for me to work efficiently	60	3.22
53	P1a	I receive information in a timely way in regard to local issues in my area of work	62	3.23
54	M6	I am unable to handle all the conflicting demands on my time at work	61	3.23
55	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	61	3.23
56	D4	The division of responsibilities between staff in my work area feels fair	60	3.23
57	Q2	I feel able to voice my opinions	63	3.24
58	B11	I feel my job security at the University of Reading is good	61	3.26
59	M7	I have the right equipment to do my job	60	3.27
60	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	62	3.27
61	L6	The University provides a satisfying work environment	62	3.27
62	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	61	3.28
63	M9	I am able to take regular breaks on most days	61	3.28
64	L4	I feel the University is interested in my mental wellbeing	61	3.30
65	Q8a	I feel there is good co-operation between teams in my department	61	3.30
66	G2	I am satisfied with my current level of learning and development	62	3.32
67	B7	I feel part of the University of Reading	63	3.33
68	G1	I feel that I am given the same opportunities to develop as other staff	63	3.33
69	G3	I have received sufficient training to enable me to do my job well	62	3.34
70	L3	I feel the University is interested in my physical wellbeing	62	3.35
71	Q4	I am personally encouraged to look for ways to improve the way we do things	61	3.36
72	B4	My work gives me a sense of personal achievement	63	3.37
73	D2	I am satisfied with my current role and level of responsibility	62	3.37
74	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	61	3.38
75	B5	I feel inspired to do my best work every day	61	3.39
76	M4	There are usually sufficient people in the team I am working in to handle our workload	63	3.40
77	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	59	3.41
78	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	63	3.43
79	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	59	3.44
80	I10	I feel proud to work for the University of Reading	63	3.44
81	I12	Would you recommend the University of Reading to a friend as a place to study?	63	3.44
82	I11	Would you recommend the University of Reading to a friend as a place to work?	63	3.48
83	D6	People are willing to help each other even if it means doing something outside their usual activities	61	3.49
84	E2	I am actively seeking to leave my job here at the University	63	3.49
85	M5	Relationships at work are strained	61	3.51
86	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	62	3.52

Rank	Qn	Question	Number of staff expressing an opinion	Average question score
-ing	No.			
87	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	60	3.52
88	A2	I feel I have a good work-life balance	63	3.52
89	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	53	3.53
90	J4	My School / Function Leadership Team listen to and respond to the views of staff	62	3.53
91	O6d	The University of Reading respects people equally regardless of their age	63	3.54
92	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	63	3.56
93	J1	My School / Function Leadership Team manage and lead our School / Function well	60	3.57
94	B9	I feel valued by my colleagues	63	3.57
95	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	61	3.57
96	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	62	3.58
97	B6	I feel I belong to a team	63	3.59
98	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	62	3.60
99	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	63	3.60
100	A1	The University of Reading provides good support to help me balance my work and personal commitments	63	3.62
101	B3	My work is varied and interesting to me	63	3.62
102	O6a	The University of Reading respects people equally regardless of their gender	63	3.62
103	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	53	3.62
104	D1b	I have a clear understanding about what I am expected to achieve in my job	63	3.63
105	M2	I am satisfied with the support I get from my immediate manager	63	3.63
106	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	62	3.65
107	B2	Generally, I enjoy my work	63	3.65
108	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	63	3.65
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	63	3.65
110	D1a	I have a clear understanding about my role within the University of Reading	63	3.67
111	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	63	3.67
112	O2	I am aware of the University's priorities for Diversity and Inclusion	63	3.67
113	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	62	3.68
114	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	62	3.68
115	C5	I am aware of the benefits offered by the University	63	3.68

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
116	D1c	I have a clear understanding about expected standards of performance	63	3.68
117	B1	The University of Reading is a good place to work	62	3.69
118	B12	I'm not interested in the University of Reading, to me it's just a job	62	3.69
119	C4	I am aware of the University's arrangements for recognising and rewarding good performance	63	3.70
120	M3	I am satisfied with the support I get from my work colleagues	63	3.70
121	O6b	The University of Reading respects people equally regardless of their nationality / race	63	3.70
122	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	61	3.70
123	A5	I am able to take advantage of flexible working on an informal basis	62	3.71
124	M1	I can decide on my own how to go about doing my work	63	3.71
125	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	62	3.74
126	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	63	3.75
127	O6c	The University of Reading respects people equally regardless of their disability status	63	3.75
128	L1	I am satisfied that my personal safety is treated seriously at work	62	3.76
129	O6f	The University of Reading respects people equally regardless of their religion or beliefs	63	3.76
130	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	63	3.78
131	D1d	I have a clear understanding about expected standards of behaviour	63	3.79
132	D3	I am trusted to do my job	63	3.79
133	O6e	The University of Reading respects people equally regardless of their sexual orientation	63	3.79
134	L2	I feel safe and secure in my working environment	61	3.80
135	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	63	3.81
136	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	63	3.83
137	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	63	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	63	3.97
			<u>Average:</u>	<u>3.27</u>

Part G - Internal benchmarking for Human Resources

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 Human Resources

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.

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		Total Reds	18	16	13	17	12		
		Total Greens	84	92	119	124	115		
		Total number of respondents	2673	1096	63	12	38	<10	<10
Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	95	92	95			
	A2 I feel I have a good work-life balance	70	81	94	92	92			
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	97	100	97			
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	90	92	89			
	A5 I am able to take advantage of flexible working on an informal basis	80	78	90	92	89			
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	97	92	97			
	B2 Generally, I enjoy my work	92	92	94	92	95			
	B3 My work is varied and interesting to me	91	90	94	92	97			
	B4 My work gives me a sense of personal achievement	86	85	86	75	89			
	B5 I feel inspired to do my best work every day	80	81	90	91	92			
	B6 I feel I belong to a team	81	87	92	83	92			
	B7 I feel part of the University of Reading	76	81	90	92	89			
	B8 I feel valued by the University of Reading	59	64	78	75	79			
	B9 I feel valued by my colleagues	88	91	97	100	97			
	B10 I feel valued by students / internal customers	85	82	84	83	87			
	B11 I feel my job security at the University of Reading is good	70	75	89	92	89			
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	95	92	97			
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	76	92	68			
	C2 I feel fairly paid for the work I do	60	63	73	92	68			
	C3 I think my pay adequately reflects my performance	52	54	63	83	53			
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	95	100	92			
	C5 I am aware of the benefits offered by the University	71	77	94	100	92			

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

Internal benchmarking for Human Resources

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	94	100	95			
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	94	92	95			
	D1c I have a clear understanding about expected standards of performance	91	92	97	83	100			
	D1d I have a clear understanding about expected standards of behaviour	96	97	97	92	100			
	D2 I am satisfied with my current role and level of responsibility	76	77	84	83	87			
	D3 I am trusted to do my job	93	94	98	100	100			
	D4 The division of responsibilities between staff in my work area feels fair	68	72	82	100	75			
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	92	92	95			
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	97	92	97			
	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	44	33	45			
	D8 I don't worry about work outside my working hours *	39	47	42	42	39			
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	75	73	76			
Considering Leaving	E1 I don't think about leaving the University *	65	68	73	83	74			
	E2 I'm not actively seeking to leave my job here at the University *	82	83	86	83	89			
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	79	92	84			
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	92	100	91			
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	86	82	89			
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	86	80	89			
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	85	100	81			
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	79	90	79			
	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	50	0	67			

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

Internal benchmarking for Human Resources

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.

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	79	83	75	87			
	G2 I am satisfied with my current level of learning and development	75	72	85	75	84			
	G3 I have received sufficient training to enable me to do my job well	80	81	90	91	89			
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	87	83	89			
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	62	45	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	65	64	68			
	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	82	91	83			
	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	44	27	47			
	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	76	70	74			
	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	76	89	66			

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

Internal benchmarking for Human Resources

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	75	100	61			
	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	79	92	74			
	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	64	73	59			
	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	71	64	73			
	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	66	60	70			
	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	83	82	86			
	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	79	67	85			
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	94	100	89			
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	97	100	97			
	I10 I feel proud to work for the University of Reading	85	89	94	92	92			
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	95	92	97			
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	92	92	89			
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	86	83	84			
	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	78	67	90			
	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	80	78	83			
	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	98	90	100			
	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	100	100	100			

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


Internal benchmarking for Human Resources

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	95	91	97			
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	84	82	84			
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	100	100	100			
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	97	100	95			
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	98	100	100			
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	95	92	97			
	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	94	100	92			
	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	98	100	97			
	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	98	100	97			
	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	94	100	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	84	86	94	100	95			
	K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	80	90	100	89			
	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	86	100	84			
	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	90	100	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	86	100	83			
	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	98	100	100			
	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	94	92	97			
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	98	92	100			
	L2 I feel safe and secure in my working environment	96	96	100	100	100			
	L3 I feel the University is interested in my physical wellbeing	78	83	84	83	86			
	L4 I feel the University is interested in my mental wellbeing	68	75	85	83	89			
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	78	75	79			
	L6 The University provides a satisfying work environment	79	81	84	92	84			
	L7 Are you aware of the Employee Assistance Programme?	40	49	90	100	89			

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

Prepared by Capita Surveys and Research

Internal benchmarking for Human Resources

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	98	100	97			
	M2 I am satisfied with the support I get from my immediate manager	86	86	92	100	95			
	M3 I am satisfied with the support I get from my work colleagues	90	91	98	92	100			
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	84	83	89			
	M5 Relationships at work are not strained *	75	76	92	92	92			
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	82	83	81			
	M7 I have the right equipment to do my job	83	87	87	75	89			
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	73	45	86			
	M9 I am able to take regular breaks on most days	69	74	79	100	72			
	M10 I have a place I can go to take a break at work	78	76	60	75	51			
	M11 I never feel stressed at work *	9	11	11	8	8			
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	88	91	89			
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	100	100	100			
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	60	83	51			
	N7 Are you aware of the University's Harassment Advisors?	35	40	67	91	57			

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

Internal benchmarking for Human Resources

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

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

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

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

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

		Total Reds	18	16	13	17	12		
		Total Greens	84	92	119	124	115		
		Total number of respondents	2673	1096	63	12	38	<10	<10
Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	93	98	100	97			
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	92	94	92	92			
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	95	98	92	100			
	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	100	100	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	75	92			
	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	92	83	95			
	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	100	100	100			
	O6a The University of Reading respects people equally regardless of their gender	92	93	95	100	92			
	O6b The University of Reading respects people equally regardless of their nationality / race	95	96	97	100	95			
	O6c The University of Reading respects people equally regardless of their disability status	96	97	100	100	100			
	O6d The University of Reading respects people equally regardless of their age	92	93	94	92	92			
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	99	100	100	100			
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	98	92	100			
	O7 I have not felt discriminated against at work in the last 12 months? *	92	94	95	100	92			

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

Internal benchmarking for Human Resources

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.

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	87	92	87			
	P1b I receive information in a timely way in regard to wider University issues	76	76	77	67	79			
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	98	100	97			
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	87	100	86			
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	69	75	70			
	P4 I know where to find information about important decisions made at the University of Reading	56	60	60	50	68			
	P5 On the whole, communication in the University of Reading is effective	60	63	69	58	78			
	P6 Communication between senior management and staff is effective	54	58	63	42	70			
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	45	42	50			
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	73	67	76			
	Q2 I feel able to voice my opinions	71	75	87	92	89			
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	85	92	86			
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	90	83	92			
	Q5 I am confident my ideas or suggestions will be listened to	60	65	83	92	81			
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	54	64	54			
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	66	58	72			
	Q8a I feel there is good co-operation between teams in my department	83	83	84	83	84			
	Q8b I feel there is good co-operation between different departments	62	64	68	83	67			

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

Internal benchmarking for Human Resources

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.

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Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Managing Change	R1 The current pace of change in the University of Reading is about right	27	32	45	50	43			
	R2 In my opinion the recent PAS changes were well planned	17	20	9	9	6			
	R3 In my opinion the recent PAS changes were well explained	25	29	19	18	17			
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	45	36	50			
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	44	36	48			
	R6a Generally, change within my department is managed well	72	70	85	83	89			
	R6b Generally, change within the University of Reading is managed well	36	40	31	18	37			
	R6c Generally, the process of change does not cause me concern and worry *	49	56	72	82	69			
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	16	36	14			
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	77	90	74			
	R6f Generally, I think things will improve in the next 12 months	61	72	82	100	79			
	R7 I feel action will be taken as a result of this survey	54	60	71	92	63			

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

Internal benchmarking for Human Resources

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.

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		Total number of respondents	2673	1096	63	12	38	<10	<10
Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Comment Themes	S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to?								
	Being Treated Fairly / Diversity & Inclusion	4	4	4	0	8			
	Communication	10	16	24	22	24			
	Facilities / Environment	7	5	16	11	12			
	Feeling Valued / Supported	7	6	4	11	4			
	Health and Wellbeing	4	5	4	22	0			
	Job Satisfaction	1	1	2	0	4			
	Job Security	3	1	0	0	0			
	Managing Change	3	5	7	0	8			
	Management – Immediate / Local	3	2	0	0	0			
	Pay & Benefits	9	10	7	0	4			
	PAS / Re-organisation	15	11	7	11	8			
	Relationships / Co-operation	3	4	2	0	4			
	Role & Responsibilities	4	3	0	0	0			
	Student / Internal Customer Satisfaction	2	1	0	0	0			
	Senior Management	9	9	11	22	8			
	Systems / Processes	8	6	7	0	8			
	Training, Development & Progression	5	7	2	0	4			
	Other	4	4	2	0	4			

Internal benchmarking for Human Resources

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.

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		Total number of respondents	2673	1096	63	12	38	<10	<10
Section	Question	University of Reading	Management / Professional Service and other	Human Resources	HR Advisory Service	HR Operations	People Development	All other HR	
Comment Themes (Continued)	S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to?								
	Being Treated Fairly / Diversity & Inclusion	6	6	6	0	8			
	Communication	1	1	2	10	0			
	Facilities / Environment	12	13	15	30	8			
	Feeling Valued / Supported	12	12	23	20	32			
	Health and Wellbeing	5	5	9	20	8			
	Job Satisfaction	14	13	6	0	4			
	Job Security	3	3	2	0	4			
	Managing Change	0	1	0	0	0			
	Management – Immediate / Local	5	4	6	0	4			
	Pay & Benefits	4	5	2	0	0			
	PAS / Re-organisation	1	1	0	0	0			
	Relationships / Co-operation	16	15	17	20	16			
	Role & Responsibilities	3	3	4	0	4			
	Student / Internal Customer Satisfaction	3	3	2	0	4			
	Senior Management	2	1	0	0	0			
	Systems / Processes	1	1	0	0	0			
	Training, Development & Progression	6	6	2	0	4			
	Other	7	7	2	0	4			

Appendix - User Guide

Types of survey questions

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

'Primary' and 'sub' questions

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

Example:

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

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

Example:

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

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

Questions on a four point scale

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

Example:

To what extent do you agree or disagree with the following?	Agree	Tend to Agree	Tend to Disagree	Disagree
I am satisfied with my current role and level of responsibility	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> 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
<i>Are you aware of the University Values for Working Together and Professional Behaviours?</i>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

'Never' is considered the positive response.

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

'About right' is considered the positive response.

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

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

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

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

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

Negatively worded questions

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

Example:

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

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

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

Understanding the effect of rounding

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

8,782 [Total value of responses to question]

2,646 [Number of employees responding to question]

3.32 = [Average Question Score]

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

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