CAPITA

University of Reading

Information Technology

Employee Survey 2017
Project Number: 8046

May 2017

Organisational Contact Information

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

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

Contents

University of Reading - Information Technology

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 72% i.e. 82 of the 114 employees in Information Technology responded to the survey.

Presentation of results

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

Part A: Most positive perceptions

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

Part B: Least positive perceptions

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

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

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

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

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

---

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

Part E: Comment Themes for the selected area of work

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

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

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

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

Part G: Internal benchmarking

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

Part H: Appendix - User Guide

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

Part A - Most positive perceptions for Information Technology

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:	82
Question	AOW %
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
O6e The University of Reading respects people equally regardless of their sexual orientation	100
N1 I'm not currently being harassed or bullied at work? *	99
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	99
O6c The University of Reading respects people equally regardless of their disability status	99
O6f The University of Reading respects people equally regardless of their religion or beliefs	99
L1 I am satisfied that my personal safety is treated seriously at work	98
O6a The University of Reading respects people equally regardless of their gender	98
O6b The University of Reading respects people equally regardless of their nationality / race	98
O6d The University of Reading respects people equally regardless of their age	98
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	96
O7 I have not felt discriminated against at work in the last 12 months? *	96
L2 I feel safe and secure in my working environment	95
M1 I can decide on my own how to go about doing my work	95
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	95
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 *	95

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

Part B - Least positive perceptions and areas identified for improvement for Information Technology

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:	82
Question		AOW %
M11 I never feel stressed at work *		9
R2 In my opinion the recent PAS changes were well planned		19
R3 In my opinion the recent PAS changes were well explained		22
R1 The current pace of change in the University of Reading is about right		26
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *		26
N6 Are you aware of the Health Advocacy Respect and Care Advisors?		30
R6b Generally, change within the University of Reading is managed well		36
P7 On the whole, the different parts of the University of Reading communicate effectively with each other		37
R4 In my opinion other recent changes (not PAS) have been well planned		39
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 *		41
L7 Are you aware of the Employee Assistance Programme?		41
R5 In my opinion other recent changes (not PAS) have been well explained		42
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
Q6 I feel the University genuinely listens to staff views during consultations		44
N7 Are you aware of the University's Harassment Advisors?		45
C3 I think my pay adequately reflects my performance		46
P4 I know where to find information about important decisions made at the University of Reading		46
P6 Communication between senior management and staff is effective		46
R6c Generally, the process of change does not cause me concern and worry *		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 +/-3%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than four percentage points for this to be considered a real difference between the scores.

Part C - Strength report by section for Information Technology 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:	75
51% - 74% = Opportunity for improvement		No difference:	10
50% or lower = Needs improvement		Negative difference:	69

Question	AOW %	UoR %	+/-
Total number of responses:	82	2673	
Section A: Work-Life Balance			
A1 The University of Reading provides good support to help me balance my work and personal commitments	91	74	17
A2 I feel I have a good work-life balance	90	70	20
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	89	82	7
A5 I am able to take advantage of flexible working on an informal basis	89	80	9
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	88	77	11
Section B: Job Satisfaction			
B1 The University of Reading is a good place to work	94	87	7
B2 Generally, I enjoy my work	93	92	1
B9 I feel valued by my colleagues	93	88	5
B3 My work is varied and interesting to me	90	91	-1
B12 I'm interested in the University of Reading, to me it's not just a job *	90	91	-1
B4 My work gives me a sense of personal achievement	85	86	-1
B10 I feel valued by students / internal customers	84	85	-1
B6 I feel I belong to a team	83	81	2
B7 I feel part of the University of Reading	79	76	3
B11 I feel my job security at the University of Reading is good	79	70	9
B5 I feel inspired to do my best work every day	73	80	-7

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

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

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

Positive difference:	75
No difference:	10
Negative difference:	69

Question	Total number of responses: 82	2673	
	AOW %	UoR %	+/-
Section B: Job Satisfaction			
B8 I feel valued by the University of Reading	60	59	1
Section C: Pay and Benefits			
C5 I am aware of the benefits offered by the University	74	71	3
C4 I am aware of the University's arrangements for recognising and rewarding good performance	74	69	5
C1 Overall, I feel the University of Reading offers a good pay and benefits package	61	68	-7
C2 I feel fairly paid for the work I do	57	60	-3
C3 I think my pay adequately reflects my performance	46	52	-6
Section D: Your Role			
D1d I have a clear understanding about expected standards of behaviour	94	96	-2
D3 I am trusted to do my job	94	93	1
D1a I have a clear understanding about my role within the University of Reading	89	90	-1
D6 People are willing to help each other even if it means doing something outside their usual activities	88	82	6
D1c I have a clear understanding about expected standards of performance	85	91	-6
D1b I have a clear understanding about what I am expected to achieve in my job	85	89	-4
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	78	77	1
D4 The division of responsibilities between staff in my work area feels fair	78	68	10
D2 I am satisfied with my current role and level of responsibility	77	76	1
D9 I don't find my current workload too much and I am not struggling to cope *	71	61	10
D10 I have adequate resources to complete my work	68	67	1
D11 I don't feel priorities are changed too frequently for me to work efficiently *	59	63	-4
D8 I don't worry about work outside my working hours *	52	39	13
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 *	41	33	8
Section E: Considering Leaving			
E2 I'm not actively seeking to leave my job here at the University *	81	82	-1
E1 I don't think about leaving the University *	67	65	2
Section F: Performance Development Review (PDR)			
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	85	0
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	77	74	3
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	66	64	2
F3 Was your Performance Development Review (PDR) useful for you? ^	56	68	-12

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

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

🟩	75% or higher = Strength	Positive difference:	75
🟧	51% - 74% = Opportunity for improvement	No difference:	10
🟥	50% or lower = Needs improvement	Negative difference:	69

Question	Total number of responses:	82	2673	
		AOW %	UoR %	+/-
Section F: Performance Development Review (PDR)				
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^		55	43	12
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^		54	75	-21
Section G: Learning and Development				
G1 I feel that I am given the same opportunities to develop as other staff		72	78	-6
G3 I have received sufficient training to enable me to do my job well		71	80	-9
G4 Overall, I feel that the University of Reading provides appropriate development opportunities		66	77	-11
G2 I am satisfied with my current level of learning and development		63	75	-12
Section H: University Executive Board (UEB)				
H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations		78	76	2
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		71	69	2
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		68	69	-1
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		64	69	-5
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well		56	61	-5
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 ^		91	92	-1
I12 Would you recommend the University of Reading to a friend as a place to study?		90	89	1
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 ^		85	88	-3
I11 Would you recommend the University of Reading to a friend as a place to work?		85	81	4
I13 Are you aware of the University Values for Working Together and Professional Behaviours?		84	63	21
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 ^		83	81	2
I10 I feel proud to work for the University of Reading		81	85	-4
I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^		81	85	-4
I9 I feel my Department / School / Function delivers good quality service to students / internal customers		78	92	-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:	75
No difference:	10
Negative difference:	69

Total number of responses:	82	2673	
Question	AOW %	UoR %	+/-
Section I: Culture and Values			
I8 I feel the University of Reading delivers good quality service to students / internal customers	78	83	-5
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 ^	75	76	-1
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 ^	71	64	7
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	67	70	-3
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 ^	67	69	-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	66	64	2
I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^	63	63	0
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 ^	58	64	-6
Section J: Your School or Function Leadership			
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	80	81	-1
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	77	85	-8
J1 My School / Function Leadership Team manage and lead our School / Function well	71	83	-12
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	66	76	-10
J4 My School / Function Leadership Team listen to and respond to the views of staff	63	75	-12
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	91	93	-2
K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	91	90	1
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	90	93	-3
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	84	88	-4
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	84	0
K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	84	79	5
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	80	86	-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
🟩	75% or higher = Strength
🟧	51% - 74% = Opportunity for improvement
🟥	50% or lower = Needs improvement

Positive difference:	75
No difference:	10
Negative difference:	69

Total number of responses:	82	2673	
Question	AOW %	UoR %	+/-
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	78	81	-3
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	77	81	-4
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	74	0
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	71	72	-1
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	69	79	-10
Section L: Health, Safety and Wellbeing			
L1 I am satisfied that my personal safety is treated seriously at work	98	95	3
L2 I feel safe and secure in my working environment	95	96	-1
L3 I feel the University is interested in my physical wellbeing	88	78	10
L6 The University provides a satisfying work environment	79	79	0
L4 I feel the University is interested in my mental wellbeing	78	68	10
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	76	62	14
L7 Are you aware of the Employee Assistance Programme?	41	40	1
Section M: Working at the University			
M1 I can decide on my own how to go about doing my work	95	93	2
M10 I have a place I can go to take a break at work	93	78	15
M3 I am satisfied with the support I get from my work colleagues	91	90	1
M2 I am satisfied with the support I get from my immediate manager	86	86	0
M7 I have the right equipment to do my job	83	83	0
M9 I am able to take regular breaks on most days	83	69	14
M5 Relationships at work are not strained *	75	75	0
M12 Overall, I don't feel unduly stressed at work * ^	73	69	4
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	66	54	12
M6 I am able to handle all the conflicting demands on my time at work *	62	66	-4
M4 There are usually sufficient people in the team I am working in to handle our workload	52	61	-9
M11 I never feel stressed at work *	9	9	0
Section N: Harassment and Bullying			
N1 I'm not currently being harassed or bullied at work? *	99	97	2
N7 Are you aware of the University's Harassment Advisors?	45	35	10

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

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

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

Positive difference:	75
No difference:	10
Negative difference:	69

Total number of responses:	82	2673	

Question	AOW %	UoR %	+/-
Section N: Harassment and Bullying			
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	30	23	7
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
O6f The University of Reading respects people equally regardless of their religion or beliefs	99	98	1
O6c The University of Reading respects people equally regardless of their disability status	99	96	3
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	99	94	5
O6b The University of Reading respects people equally regardless of their nationality / race	98	95	3
O6a The University of Reading respects people equally regardless of their gender	98	92	6
O6d The University of Reading respects people equally regardless of their age	98	92	6
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	96	95	1
O7 I have not felt discriminated against at work in the last 12 months? *	96	92	4
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	95	91	4
O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *	95	90	5
O2 I am aware of the University's priorities for Diversity and Inclusion	90	91	-1
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	88	82	6
Section P: Communication			
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	84	89	-5
P2b The information I receive is straightforward and I understand it in regard to wider University issues	84	80	4
P1a I receive information in a timely way in regard to local issues in my area of work	70	81	-11
P1b I receive information in a timely way in regard to wider University issues	70	76	-6
P5 On the whole, communication in the University of Reading is effective	56	60	-4
P3 There are opportunities for me to feed my views upwards in the University of Reading	54	57	-3
P4 I know where to find information about important decisions made at the University of Reading	46	56	-10
P6 Communication between senior management and staff is effective	46	54	-8
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	37	42	-5

^ 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:	75
No difference:	10
Negative difference:	69

Question	AOW %	UoR %	+/-
Total number of responses:	82	2673	
Section Q: Staff Involvement			
Q4 I am personally encouraged to look for ways to improve the way we do things	67	69	-2
Q8a I feel there is good co-operation between teams in my department	65	83	-18
Q2 I feel able to voice my opinions	65	71	-6
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	63	72	-9
Q1 I feel there are adequate opportunities to raise points of concern	63	64	-1
Q8b I feel there is good co-operation between different departments	58	62	-4
Q5 I am confident my ideas or suggestions will be listened to	56	60	-4
Q7 I am confident I will get feedback on my ideas or suggestions	53	51	2
Q6 I feel the University genuinely listens to staff views during consultations	44	43	1
Section R: Managing Change			
R6f Generally, I think things will improve in the next 12 months	65	61	4
R6a Generally, change within my department is managed well	59	72	-13
R6e Generally, I have seen some positive changes in the last 12 months	58	55	3
R7 I feel action will be taken as a result of this survey	51	54	-3
R6c Generally, the process of change does not cause me concern and worry *	50	49	1
R5 In my opinion other recent changes (not PAS) have been well explained	42	39	3
R4 In my opinion other recent changes (not PAS) have been well planned	39	38	1
R6b Generally, change within the University of Reading is managed well	36	36	0
R1 The current pace of change in the University of Reading is about right	26	27	-1
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	26	18	8
R3 In my opinion the recent PAS changes were well explained	22	25	-3
R2 In my opinion the recent PAS changes were well planned	19	17	2

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

Part D - Frequency Charts for Information Technology

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.]

CAPITA

University of Reading

Part D - Frequency Charts for Information Technology

Section A: Work-Life Balance

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

Agree	Tend to Agree	Tend to Disagree	Disagree
51	41	7	1

Total Responses: 81

Positive %: 91

A2 I feel I have a good work-life balance

Agree	Tend to Agree	Tend to Disagree	Disagree
46	44	7	2
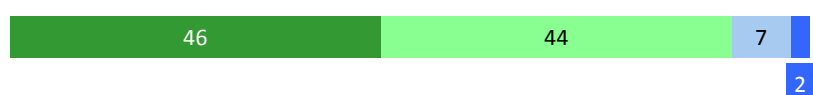
Total Responses: 82

Positive %: 90

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

Agree	Tend to Agree	Tend to Disagree	Disagree
52	35	7	5

Total Responses: 82

Positive %: 88

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

Agree	Tend to Agree	Tend to Disagree	Disagree
50	39	10	1

Total Responses: 82

Positive %: 89

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

Agree	Tend to Agree	Tend to Disagree	Disagree
51	38	5	6

Total Responses: 79

Positive %: 89

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

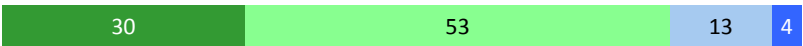# Part D - Frequency Charts for Information Technology

Section B: Job Satisfaction

B1 The University of Reading is a good place to work

53	41	4
		2
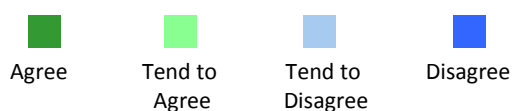
Total Responses: 81

Positive %: 94

B2 Generally, I enjoy my work

56	37	7
		0

Total Responses: 81

Positive %: 93

B3 My work is varied and interesting to me

49	41	9
		1

Total Responses: 81

Positive %: 90

B4 My work gives me a sense of personal achievement

43	42	11	4

Total Responses: 81

Positive %: 85

B5 I feel inspired to do my best work every day

23	51	22	5
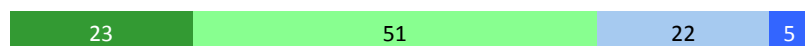
Total Responses: 79

Positive %: 73

B6 I feel I belong to a team

52	31	12	5

Total Responses: 81

Positive %: 83

B7 I feel part of the University of Reading

39	40	15	6

Total Responses: 80

Positive %: 79

B8 I feel valued by the University of Reading

20	40	24	16

Total Responses: 80

Positive %: 60

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Information Technology

Section B: Job Satisfaction

B9 I feel valued by my colleagues

54	38	5	
			2

Total Responses: 81

Positive %: 93

B10 I feel valued by students / internal customers

30	53	13	4

Total Responses: 79

Positive %: 84

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

33	46	10	11

Total Responses: 81

Positive %: 79

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

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

9	27	63	
1			

Total Responses: 81

Positive %: 90

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

Part D - Frequency Charts for Information Technology

Section C: Pay and Benefits

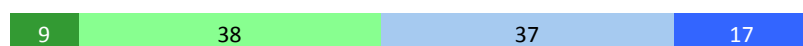C1 Overall, I feel the University of Reading offers a good pay and benefits package

15	46	29	10

Total Responses: 82   Positive %: 61

C2 I feel fairly paid for the work I do

16	41	28	15

Total Responses: 82   Positive %: 57

C3 I think my pay adequately reflects my performance

9	38	37	17

Total Responses: 82   Positive %: 46

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

43	31	20	6

Total Responses: 81   Positive %: 74

C5 I am aware of the benefits offered by the University
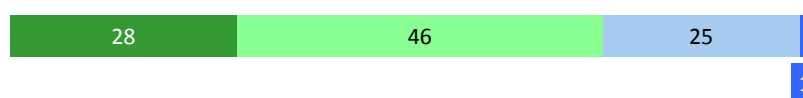
28	46	25	1

Total Responses: 81   Positive %: 74

Agree   Tend to Agree   Tend to Disagree   Disagree
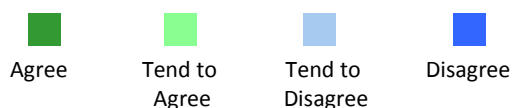
Part D - Frequency Charts for Information Technology

Section D: Your Role

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

61	28	10	1

Total Responses: 82

Positive %: 89

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

54	32	13	1

Total Responses: 82

Positive %: 85

D1c I have a clear understanding about expected standards of performance

52	33	13	1

Total Responses: 82

Positive %: 85

D1d I have a clear understanding about expected standards of behaviour

67	27	6	0

Total Responses: 82

Positive %: 94

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

40	37	16	7

Total Responses: 82

Positive %: 77

D3 I am trusted to do my job

63	30	4	2

Total Responses: 82

Positive %: 94

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

34	44	15	8

Total Responses: 80

Positive %: 78

Agree   Tend to Agree   Tend to Disagree   Disagree

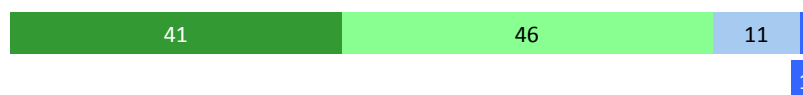## Part D - Frequency Charts for Information Technology

Section D: Your Role

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

| 38 | 41 | 18 | 4 |

Total Responses: 79

Positive %: 78

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

| 41 | 46 | 11 | |
| 1 |

Total Responses: 82

Positive %: 88

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

| 22 | 37 | 29 | 12 |

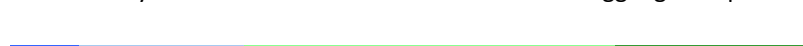Total Responses: 82

Positive %: 41

D8 I often worry about work outside my working hours

| 24 | 23 | 38 | 15 |
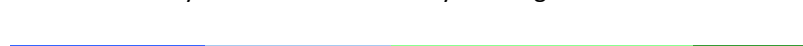
Total Responses: 82

Positive %: 52

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

| 9 | 21 | 46 | 24 |

Total Responses: 82

Positive %: 71

Agree | Tend to Agree | Tend to Disagree | Disagree

D10 I have adequate resources to complete my work

| 11 | 56 | 24 | 9 |

Total Responses: 80

Positive %: 68

Agree | Tend to Agree | Tend to Disagree | Disagree

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

| 21 | 21 | 43 | 16 |

Total Responses: 82

Positive %: 59

Agree | Tend to Agree | Tend to Disagree | Disagree

CAPITA

University of Reading

Part D - Frequency Charts for Information Technology

Section E: Considering Leaving

E1 I often think about leaving the University

15	18	41	26

Total Responses: 82

Positive %: 67

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

9	10	33	49

Total Responses: 80

Positive %: 81

Agree | Tend to Agree | Tend to Disagree | Disagree

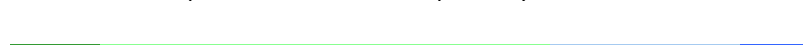### Part D - Frequency Charts for Information Technology

Part D - Frequency Charts for Information Technology

Section F: Performance Development Review (PDR)

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

89	11

Total Responses: 82

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

54	46

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

Total Responses: 72

Positive %: 54

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

56	44

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

Total Responses: 39

Positive %: 56

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

85	15

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

Total Responses: 39

Positive %: 85

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

66	34

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

Total Responses: 38

Positive %: 66

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

77	23

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

Total Responses: 39

Positive %: 77

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?

55	27	18

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

Total Responses: 33

Positive %: 55

Yes   No   Not Sure

Part D - Frequency Charts for Information Technology

Section G: Learning and Development

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

Total Responses:	Positive %:
81	72

38	33	16	12

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

Total Responses:	Positive %:
82	63

27	37	26	11

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

Total Responses:	Positive %:
82	71

30	40	17	12
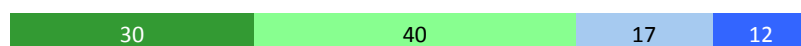
G4 Overall, I feel that the University of Reading provides appropriate development opportunities

Total Responses:	Positive %:
80	66

31	35	21	13

Agree   Tend to Agree   Tend to Disagree   Disagree
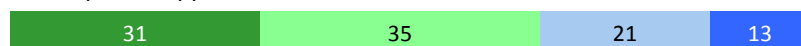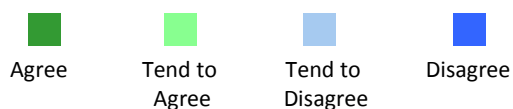
Part D - Frequency Charts for Information Technology

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:	Positive %:
10	46	28	16	79	56

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:	Positive %:
14	54	20	13	80	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
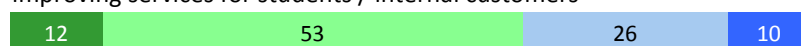
				Total Responses:	Positive %:
12	53	26	10	78	64

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
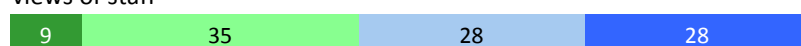
				Total Responses:	Positive %:
9	35	28	28	78	44

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:	Positive %:
12	59	21	8	73	71

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:	Positive %:
15	63	16	6	68	78
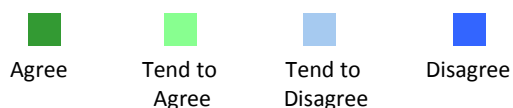
Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Information Technology

Section I: Culture and Values

I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?
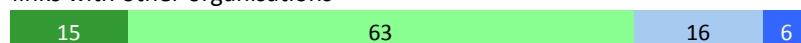
12	55	33

Total Responses: 82

Positive %: 67

A Lot   A Little   Nothing

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

19	63	15	

2
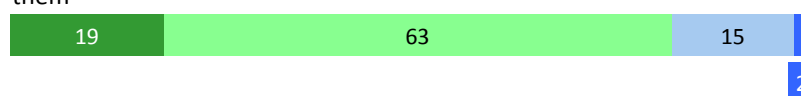
Total Responses: 52

Positive %: 83

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

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

12	59	22	8

Total Responses: 51

Positive %: 71

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

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

16	47	25	12

Total Responses: 51

Positive %: 63

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

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

17	42	38	4

Total Responses: 48

Positive %: 58

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

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

16	51	22	10

Total Responses: 49

Positive %: 67

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

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Information Technology

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 %:
14	52	25	9	44	66

(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 %:
17	61	18	4	77	78

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

				Total Responses:	Positive %:
30	48	17	5	82	78

I10 I feel proud to work for the University of Reading

				Total Responses:	Positive %:
38	43	17	1	81	81

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

				Total Responses:	Positive %:
43	42	11	4	81	85

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

				Total Responses:	Positive %:
42	48	8	3	77	90

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 %:
84	16	82	84

Yes   No

Part D - Frequency Charts for Information Technology

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

28	48	20	5
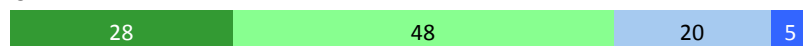
Total Responses: 61

Positive %: 75

(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

29	52	18	2
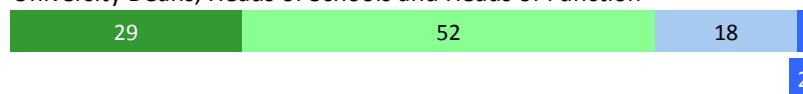
Total Responses: 62

Positive %: 81

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

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

52	33	12	3

Total Responses: 66

Positive %: 85

(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

52	39	9	0

Total Responses: 67

Positive %: 91

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

Agree   Tend to Agree   Tend to Disagree   Disagree
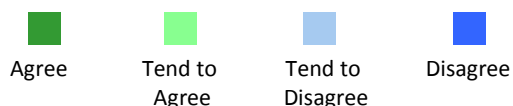
Part D - Frequency Charts for Information Technology

Section J: Your School or Function Leadership

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

| 30 | 42 | 17 | 12 |
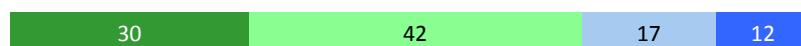
Total Responses: 77

Positive %: 71

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

| 29 | 38 | 21 | 13 |
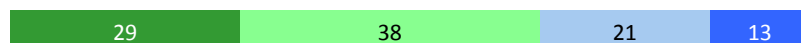
Total Responses: 80

Positive %: 66

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

| 37 | 41 | 16 | 6 |

Total Responses: 79

Positive %: 77

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

| 27 | 36 | 27 | 10 |

Total Responses: 81

Positive %: 63

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

| 33 | 47 | 16 | 4 |

Total Responses: 79

Positive %: 80

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Information Technology

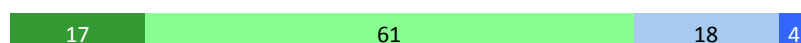## Section K: Your Manager / Supervisor

	Total Responses:	Positive %:

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

44	37	15	5		82	80

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: 80   Positive %: 84

54	30	10	6

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: 81   Positive %: 91

74	17	5	4

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: 81   Positive %: 90

69	21	9
		1

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: 81   Positive %: 91

62	30		6
		2	

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: 81   Positive %: 84

51	33	10	6

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: 80   Positive %: 69

45	24	19	13

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: 80   Positive %: 74

43	31	14	13

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Information Technology

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

| 51 | 28 | 13 | 9 |

Total Responses: 79

Positive %: 78

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

| 35 | 36 | 19 | 10 |
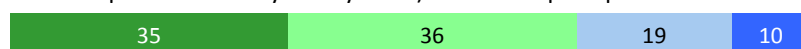
Total Responses: 72

Positive %: 71

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

| 56 | 22 | 16 | 6 |

Total Responses: 79

Positive %: 77

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

| 58 | 25 | 9 | 8 |

Total Responses: 79

Positive %: 84

Agree   Tend to Agree   Tend to Disagree   Disagree
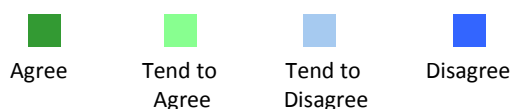
Part D - Frequency Charts for Information Technology

Section L: Health, Safety and Wellbeing

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

	Total Responses:	Positive %:
	82	98

Agree: 68 Tend to Agree: 29 Tend to Disagree: 1 Disagree: 1

L2 I feel safe and secure in my working environment

	Total Responses:	Positive %:
	82	95

Agree: 74 Tend to Agree: 21 Tend to Disagree: 4 Disagree: 1

L3 I feel the University is interested in my physical wellbeing

	Total Responses:	Positive %:
	81	88

Agree: 52 Tend to Agree: 36 Tend to Disagree: 9 Disagree: 4

L4 I feel the University is interested in my mental wellbeing

	Total Responses:	Positive %:
	80	78

Agree: 44 Tend to Agree: 34 Tend to Disagree: 16 Disagree: 6

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

	Total Responses:	Positive %:
	78	76

Agree: 44 Tend to Agree: 32 Tend to Disagree: 19 Disagree: 5

L6 The University provides a satisfying work environment

	Total Responses:	Positive %:
	80	79

Agree: 36 Tend to Agree: 43 Tend to Disagree: 15 Disagree: 6

Legend: Agree | Tend to Agree | Tend to Disagree | Disagree

L7 Are you aware of the Employee Assistance Programme?

	Total Responses:	Positive %:
	82	41

Yes: 41 No: 59

Legend: Yes | No

Part D - Frequency Charts for Information Technology

Section M: Working at the University

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

| 57 | 38 | 5 |
| 0 |

Total Responses: 82

Positive %: 95

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

| 56 | 30 | 8 | 6 |

Total Responses: 80

Positive %: 86

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

| 56 | 35 | 7 |
| 1 |

Total Responses: 82

Positive %: 91

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

| 19 | 33 | 32 | 16 |

Total Responses: 81

Positive %: 52

◼ Agree   ◼ Tend to Agree   ◼ Tend to Disagree   ◼ Disagree

M5 Relationships at work are strained

| 8 | 18 | 45 | 30 |
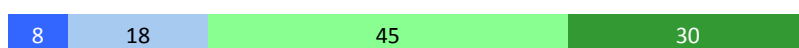
Total Responses: 80

Positive %: 75

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

| 6 | 32 | 37 | 26 |

Total Responses: 82

Positive %: 62

◼ Agree   ◼ Tend to Agree   ◼ Tend to Disagree   ◼ Disagree

M7 I have the right equipment to do my job

| 38 | 45 | 13 | 4 |

Total Responses: 82

Positive %: 83

◼ Agree   ◼ Tend to Agree   ◼ Tend to Disagree   ◼ Disagree

Part D - Frequency Charts for Information Technology

Section M: Working at the University

M8 I am required to do unimportant tasks which prevent me completing more important ones
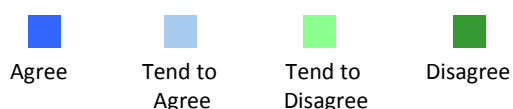
14	20	51	15

Total Responses: 80

Positive %: 66

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

M9 I am able to take regular breaks on most days

45	38	12	5

Total Responses: 82

Positive %: 83

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

63	29	5	2
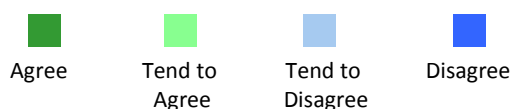
Total Responses: 82

Positive %: 93

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

M11 I feel stressed at work

4	28	60	9

Total Responses: 82

Positive %: 9
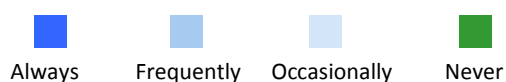
- Always
- Frequently
- Occasionally
- Never

M12 Overall, I feel unduly stressed at work

27	73

Total Responses: 74

Positive %: 73

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

- Yes
- No

Part D - Frequency Charts for Information Technology

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?
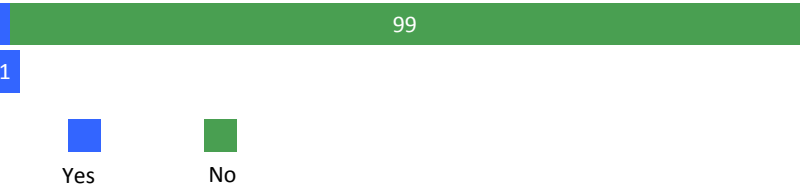
	Total Responses:	Positive %:
	82	99

		99
1		

■ Yes   ■ No

N6 Are you aware of the Health Advocacy Respect and Care Advisors?
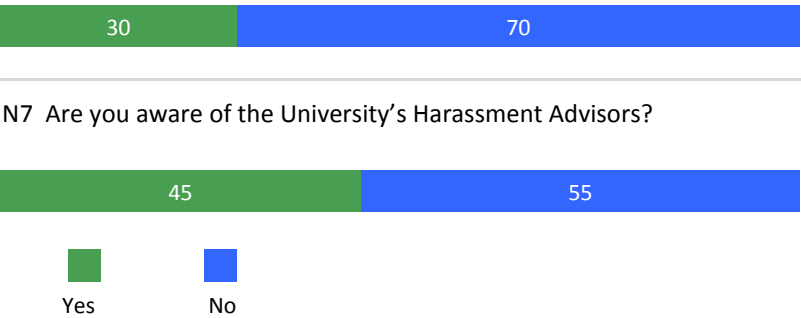
	Total Responses:	Positive %:
	81	30

30	70

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

	Total Responses:	Positive %:
	82	45

45	55

■ Yes   ■ No

Part D - Frequency Charts for Information Technology

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: 82	Positive %: 95

| 66 | 29 | 4 |
| 1 |

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

Total Responses: 82	Positive %: 90

| 59 | 32 | 10 |
| 0 |

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

Total Responses: 82	Positive %: 96

| 62 | 34 | 4 |
| 0 |

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

Total Responses: 79	Positive %: 99

| 70 | 29 | |
| 1 | 0 |

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

Total Responses: 78	Positive %: 88

| 55 | 33 | 9 | 3 |

Agree   Tend to Agree   Tend to Disagree   Disagree

CAPITA

University of Reading
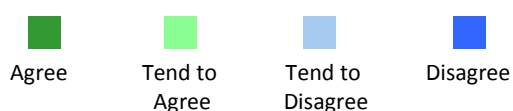
Part D - Frequency Charts for Information Technology

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 %:
	80	95

4	9	86

1

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 %:
	78	100

5	95

0	0

Agree	Tend to Agree	Tend to Disagree	Disagree

CAPITA
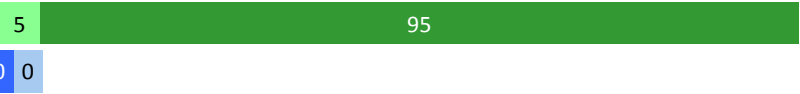
University of Reading

Part D - Frequency Charts for Information Technology

Section O: Diversity and Inclusion

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	77	21	1	1

Total Responses: 81   Positive %: 98

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	77	21	2	0

Total Responses: 82   Positive %: 98

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	73	26	1	0

Total Responses: 81   Positive %: 99

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	74	23	2	0

Total Responses: 81   Positive %: 98

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	79	21	0	0

Total Responses: 81   Positive %: 100

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

	Agree	Tend to Agree	Tend to Disagree	Disagree
	78	21	0	1

Total Responses: 81   Positive %: 99

Legend: Agree | Tend to Agree | Tend to Disagree | Disagree

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

	Yes	No
	4	96

Total Responses: 82   Positive %: 96

Legend: Yes | No

Part D - Frequency Charts for Information Technology

Section P: Communication

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

| 38 | 32 | 20 | 10 |

Total Responses: 79

Positive %: 70

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

| 28 | 42 | 23 | 8 |

Total Responses: 79

Positive %: 70

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

| 35 | 48 | 11 | 5 |

Total Responses: 79

Positive %: 84

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

| 27 | 57 | 13 | 4 |

Total Responses: 79

Positive %: 84

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

| 15 | 39 | 34 | 13 |

Total Responses: 80

Positive %: 54

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

| 10 | 37 | 39 | 15 |
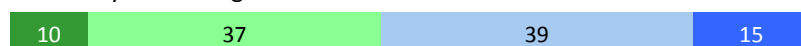
Total Responses: 82

Positive %: 46

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

| 6 | 49 | 26 | 19 |

Total Responses: 81

Positive %: 56

P6 Communication between senior management and staff is effective

| 8 | 38 | 35 | 19 |
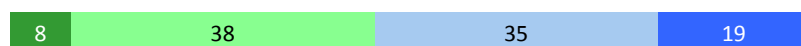
Total Responses: 79

Positive %: 46

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

| 6 | 31 | 43 | 20 |

Total Responses: 81

Positive %: 37

Agree   Tend to Agree   Tend to Disagree   Disagree
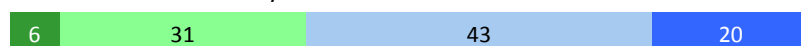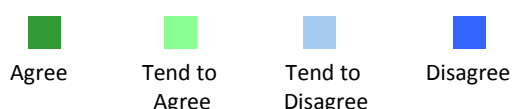
Part D - Frequency Charts for Information Technology

Section Q: Staff Involvement

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

| 18 | 45 | 29 | 9 |

Total Responses: 80   Positive %: 63

Q2 I feel able to voice my opinions

| 21 | 45 | 28 | 6 |

Total Responses: 78   Positive %: 65

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

| 28 | 35 | 29 | 8 |
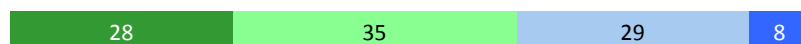
Total Responses: 79   Positive %: 63

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

| 31 | 36 | 28 | 5 |
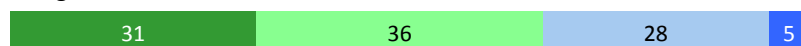
Total Responses: 78   Positive %: 67

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

| 20 | 35 | 29 | 15 |

Total Responses: 79   Positive %: 56

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

| 14 | 30 | 30 | 26 |
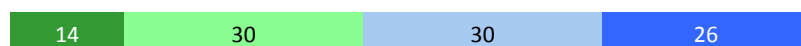
Total Responses: 77   Positive %: 44

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

| 12 | 41 | 34 | 13 |

Total Responses: 76   Positive %: 53

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

| 23 | 41 | 24 | 11 |

Total Responses: 82   Positive %: 65

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

| 9 | 49 | 33 | 9 |

Total Responses: 79   Positive %: 58
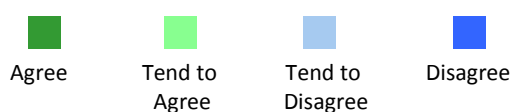
Legend: Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Information Technology

Section R: Managing Change

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

| 26 | 37 | 15 | 22 |

Total Responses: 81

Positive %: 26

About Right   Too Fast   Too Slow   No Opinion

R2 In my opinion the recent PAS changes were well planned

| 18 | 30 | 51 |
| 1 |
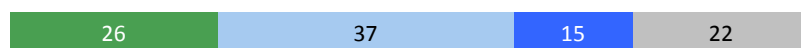
Total Responses: 73

Positive %: 19

R3 In my opinion the recent PAS changes were well explained

| 21 | 33 | 44 |
| 1 |

Total Responses: 72

Positive %: 22

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

| 39 | 28 | 33 |
| 0 |

Total Responses: 72

Positive %: 39

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

| 42 | 33 | 25 |
| 0 |

Total Responses: 72

Positive %: 42

R6a Generally, change within my department is managed well

| 17 | 42 | 23 | 17 |

Total Responses: 81

Positive %: 59

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

| 4 | 32 | 40 | 23 |

Total Responses: 77

Positive %: 36

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Information Technology

Section R: Managing Change

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

| 21 | 29 | 38 | 13 |
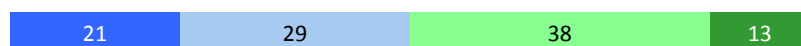
Total Responses: 80

Positive %: 50

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

| 27 | 47 | 22 | 4 |
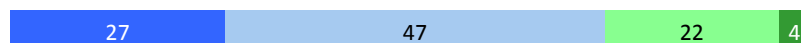
Total Responses: 78

Positive %: 26

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

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

| 14 | 44 | 34 | 9 |

Total Responses: 80

Positive %: 58

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

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

| 14 | 51 | 19 | 15 |

Total Responses: 78

Positive %: 65

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

| 11 | 39 | 32 | 18 |
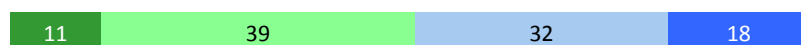
Total Responses: 79

Positive %: 51

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

Part E - Comment Themes for Information Technology

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	9
Facilities / Environment	6
Feeling Valued / Supported	8
Health and Wellbeing	3
Job Satisfaction	1
Managing Change	3
Management – Immediate / Local	2
Pay & Benefits	3
PAS / Re-organisation	7
Relationships / Co-operation	2
Role & Responsibilities	2
Senior Management	3
Systems / Processes	5
Training, Development & Progression	3
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	8
Feeling Valued / Supported	7
Health and Wellbeing	3
Job Satisfaction	11
Job Security	4
Management – Immediate / Local	1
Pay & Benefits	2
PAS / Re-organisation	2
Relationships / Co-operation	9
Role & Responsibilities	1
Student / Internal Customer Satisfaction	1
Senior Management	2
Systems / Processes	2
Training, Development & Progression	2
Other	1

Part F - Survey Results Ranked By Degree of Importance to Respondents for Information Technology

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

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

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

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
1	R2	In my opinion the recent PAS changes were well planned	73	1.70
2	R3	In my opinion the recent PAS changes were well explained	72	1.79
3	R6d	Generally, more could be done to help staff prepare for and cope with change	78	2.03
4	R4	In my opinion other recent changes (not PAS) have been well planned	72	2.06
5	R5	In my opinion other recent changes (not PAS) have been well explained	72	2.17
6	R6b	Generally, change within the University of Reading is managed well	77	2.17
7	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	81	2.23
8	H4	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	78	2.24
9	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	82	2.32
10	Q6	I feel the University genuinely listens to staff views during consultations	77	2.32
11	P6	Communication between senior management and staff is effective	79	2.34
12	C3	I think my pay adequately reflects my performance	82	2.38
13	R6c	Generally, the process of change causes me concern and worry	80	2.41
14	P4	I know where to find information about important decisions made at the University of Reading	82	2.41
15	D8	I often worry about work outside my working hours	82	2.43
16	P5	On the whole, communication in the University of Reading is effective	81	2.43
17	R7	I feel action will be taken as a result of this survey	79	2.44
18	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	79	2.49
19	Q7	I am confident I will get feedback on my ideas or suggestions	76	2.51
20	D11	I feel priorities are changed too frequently for me to work efficiently	82	2.54
21	M4	There are usually sufficient people in the team I am working in to handle our workload	81	2.54
22	P3	There are opportunities for me to feed my views upwards in the University of Reading	80	2.56
23	Q8b	I feel there is good co-operation between different departments	79	2.58
24	C2	I feel fairly paid for the work I do	82	2.59
25	R6a	Generally, change within my department is managed well	81	2.59

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
26	Q5	I am confident my ideas or suggestions will be listened to	79	2.61
27	R6e	Generally, I have seen some positive changes in the last 12 months	80	2.63
28	B8	I feel valued by the University of Reading	80	2.64
29	R6f	Generally, I think things will improve in the next 12 months	78	2.64
30	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	78	2.65
31	C1	Overall, I feel the University of Reading offers a good pay and benefits package	82	2.66
32	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	51	2.67
33	M8	I am required to do unimportant tasks which prevent me completing more important ones	80	2.68
34	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	80	2.69
35	D10	I have adequate resources to complete my work	80	2.70
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	44	2.70
37	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	48	2.71
38	Q1	I feel there are adequate opportunities to raise points of concern	80	2.71
39	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	49	2.73
40	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	51	2.75
41	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	73	2.75
42	Q8a	I feel there is good co-operation between teams in my department	82	2.77
43	E1	I often think about leaving the University	82	2.78
44	G2	I am satisfied with my current level of learning and development	82	2.79
45	Q2	I feel able to voice my opinions	78	2.79
46	J4	My School / Function Leadership Team listen to and respond to the views of staff	81	2.80
47	M6	I am unable to handle all the conflicting demands on my time at work	82	2.82
48	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	80	2.83
49	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	79	2.84
50	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	80	2.85
51	D9	I find my current workload too much and I am struggling to cope	82	2.87
52	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	68	2.87
53	G3	I have received sufficient training to enable me to do my job well	82	2.89

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
54	J1	My School / Function Leadership Team manage and lead our School / Function well	77	2.90
55	P1b	I receive information in a timely way in regard to wider University issues	79	2.90
56	I8	I feel the University of Reading delivers good quality service to students / internal customers	77	2.91
57	B5	I feel inspired to do my best work every day	79	2.91
58	Q4	I am personally encouraged to look for ways to improve the way we do things	78	2.92
59	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	2.96
60	P1a	I receive information in a timely way in regard to local issues in my area of work	79	2.97
61	M5	Relationships at work are strained	80	2.98
62	G1	I feel that I am given the same opportunities to develop as other staff	81	2.98
63	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	61	2.98
64	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	52	3.00
65	B11	I feel my job security at the University of Reading is good	81	3.01
66	C5	I am aware of the benefits offered by the University	81	3.01
67	K7	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	80	3.01
68	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	82	3.04
69	D4	The division of responsibilities between staff in my work area feels fair	80	3.04
70	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	80	3.04
71	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	79	3.06
72	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	79	3.08
73	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	62	3.08
74	L6	The University provides a satisfying work environment	80	3.09
75	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	79	3.09
76	D2	I am satisfied with my current role and level of responsibility	82	3.10
77	B10	I feel valued by students / internal customers	79	3.10
78	C4	I am aware of the University's arrangements for recognising and rewarding good performance	81	3.11
79	B7	I feel part of the University of Reading	80	3.11
80	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	79	3.13
81	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	79	3.14
82	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	78	3.14
83	L4	I feel the University is interested in my mental wellbeing	80	3.15
84	M7	I have the right equipment to do my job	82	3.17

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
85	I10	I feel proud to work for the University of Reading	81	3.19
86	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	82	3.20
87	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	79	3.20
88	E2	I am actively seeking to leave my job here at the University	80	3.21
89	M9	I am able to take regular breaks on most days	82	3.23
90	B4	My work gives me a sense of personal achievement	81	3.25
91	I11	Would you recommend the University of Reading to a friend as a place to work?	81	3.25
92	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	79	3.27
93	D6	People are willing to help each other even if it means doing something outside their usual activities	82	3.28
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	81	3.28
95	I12	Would you recommend the University of Reading to a friend as a place to study?	77	3.29
96	B6	I feel I belong to a team	81	3.30
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	80	3.31
98	A5	I am able to take advantage of flexible working on an informal basis	79	3.33
99	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	66	3.33
100	A2	I feel I have a good work-life balance	82	3.34
101	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	3.34
102	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	82	3.35
103	L3	I feel the University is interested in my physical wellbeing	81	3.36
104	M2	I am satisfied with the support I get from my immediate manager	80	3.36
105	D1c	I have a clear understanding about expected standards of performance	82	3.37
106	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	82	3.38
107	D1b	I have a clear understanding about what I am expected to achieve in my job	82	3.38
108	B3	My work is varied and interesting to me	81	3.38
109	A1	The University of Reading provides good support to help me balance my work and personal commitments	81	3.41
110	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	78	3.41
111	B1	The University of Reading is a good place to work	81	3.43
112	I17	To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues	67	3.43
113	B9	I feel valued by my colleagues	81	3.44
114	M3	I am satisfied with the support I get from my work colleagues	82	3.46

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
115	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	81	3.47
116	B2	Generally, I enjoy my work	81	3.48
117	D1a	I have a clear understanding about my role within the University of Reading	82	3.49
118	O2	I am aware of the University's priorities for Diversity and Inclusion	82	3.49
119	B12	I'm not interested in the University of Reading, to me it's just a job	81	3.52
120	M1	I can decide on my own how to go about doing my work	82	3.52
121	M10	I have a place I can go to take a break at work	82	3.54
122	D3	I am trusted to do my job	82	3.55
123	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	81	3.58
124	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	82	3.59
125	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	82	3.60
126	D1d	I have a clear understanding about expected standards of behaviour	82	3.61
127	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	81	3.62
128	L1	I am satisfied that my personal safety is treated seriously at work	82	3.65
129	L2	I feel safe and secure in my working environment	82	3.68
130	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	79	3.68
131	O6c	The University of Reading respects people equally regardless of their disability status	81	3.72
132	O6d	The University of Reading respects people equally regardless of their age	81	3.72
133	O6a	The University of Reading respects people equally regardless of their gender	81	3.73
134	O6b	The University of Reading respects people equally regardless of their nationality / race	82	3.74
135	O6f	The University of Reading respects people equally regardless of their religion or beliefs	81	3.75
136	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	80	3.78
137	O6e	The University of Reading respects people equally regardless of their sexual orientation	81	3.79
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	78	3.95
			Average:	*3.02*

Part G - Internal benchmarking for Information Technology

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 Information Technology

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

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

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

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

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

		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds		18	16	19	33	32	19	
Total Greens		84	92	80	86	80	77	
Total number of respondents		2673	1096	82	18	22	38	<10
Section	**Question**							
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	91	100	82	92	
	A2 I feel I have a good work-life balance	70	81	90	100	82	89	
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	88	94	91	87	
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	89	94	86	87	
	A5 I am able to take advantage of flexible working on an informal basis	80	78	89	94	90	84	
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	94	100	100	89	
	B2 Generally, I enjoy my work	92	92	93	100	95	87	
	B3 My work is varied and interesting to me	91	90	90	100	90	84	
	B4 My work gives me a sense of personal achievement	86	85	85	89	95	76	
	B5 I feel inspired to do my best work every day	80	81	73	88	67	70	
	B6 I feel I belong to a team	81	87	83	89	81	79	
	B7 I feel part of the University of Reading	76	81	79	82	67	87	
	B8 I feel valued by the University of Reading	59	64	60	65	38	71	
	B9 I feel valued by my colleagues	88	91	93	100	95	87	
	B10 I feel valued by students / internal customers	85	82	84	100	67	87	
	B11 I feel my job security at the University of Reading is good	70	75	79	89	90	68	
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	90	83	86	95	
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	61	61	59	58	
	C2 I feel fairly paid for the work I do	60	63	57	56	45	63	
	C3 I think my pay adequately reflects my performance	52	54	46	33	50	47	
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	74	67	82	73	
	C5 I am aware of the benefits offered by the University	71	77	74	83	82	68	

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

Page 51

Internal benchmarking for Information Technology

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

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

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

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

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

		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds		18	16	19	33	32	19	
Total Greens		84	92	80	86	80	77	
Total number of respondents		2673	1096	82	18	22	38	<10
Section	Question							
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	89	72	91	95	
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	85	78	82	89	
	D1c I have a clear understanding about expected standards of performance	91	92	85	89	82	87	
	D1d I have a clear understanding about expected standards of behaviour	96	97	94	89	95	95	
	D2 I am satisfied with my current role and level of responsibility	76	77	77	78	86	68	
	D3 I am trusted to do my job	93	94	94	100	86	95	
	D4 The division of responsibilities between staff in my work area feels fair	68	72	78	100	71	71	
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	78	69	73	89	
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	88	83	91	87	
	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	41	39	14	61	
	D8 I don't worry about work outside my working hours *	39	47	52	61	27	63	
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	71	67	59	82	
	D10 I have adequate resources to complete my work	67	71	68	47	59	84	
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	59	50	41	71	
Considering Leaving	E1 I don't think about leaving the University *	65	68	67	72	55	71	
	E2 I'm not actively seeking to leave my job here at the University *	82	83	81	82	76	84	
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	89	89	95	84	
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	54	81	38	55	
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	56	62	63	47	
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	85	77	75	94	
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	66	77	43	65	
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	77	77	75	76	
	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	55	33	62	50	

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

Internal benchmarking for Information Technology

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	19	33	32	19	
		Total Greens	84	92	80	86	80	77	
		Total number of respondents	2673	1096	82	18	22	38	<10
Section	**Question**		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff		78	79	72	76	82	61	
	G2 I am satisfied with my current level of learning and development		75	72	63	78	77	45	
	G3 I have received sufficient training to enable me to do my job well		80	81	71	89	77	58	
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities		77	76	66	65	71	63	
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	56	41	45	68	
	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	68	35	82	74	
	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	64	53	55	76	
	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	31	32	54	
	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	71	60	74	75	
	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	78	67	83	80	

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

Internal benchmarking for Information Technology

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

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

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

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

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

		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds		18	16	19	33	32	19	
Total Greens		84	92	80	86	80	77	
Total number of respondents		2673	1096	82	18	22	38	<10
Section	Question							
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	67	72	77	58	
	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	83	92	67	86	
	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	71	77	64	71	
	I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^	63	66	63	75	60	57	
	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	58	82	50	50	
	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	67	73	64	67	
	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	66	70	67	63	
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	78	59	80	84	
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	78	50	86	84	
	I10 I feel proud to work for the University of Reading	85	89	81	83	77	84	
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	85	94	76	84	
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	90	88	90	89	
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	84	89	91	76	
	I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB ^	76	79	75	60	89	76	
	I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	85	85	81	73	89	81	
	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	85	75	100	79	
	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	91	81	95	93	

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

Internal benchmarking for Information Technology

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

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

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

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

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

		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds		18	16	19	33	32	19	
Total Greens		84	92	80	86	80	77	
Total number of respondents		2673	1096	82	18	22	38	<10

Section	Question	University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	71	69	68	71	
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	66	72	68	58	
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	77	78	82	72	
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	63	67	59	59	
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	80	89	76	75	
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	80	94	77	74	
	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	84	94	73	83	
	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	91	89	86	95	
	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	90	89	82	95	
	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	91	94	86	92	
	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	84	94	82	81	
	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	69	83	64	64	
	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	74	89	68	69	
	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	78	88	82	69	
	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	71	71	80	64	
	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	77	94	82	67	
	K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	79	80	84	94	73	86	
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	98	94	100	97	
	L2 I feel safe and secure in my working environment	96	96	95	100	95	92	
	L3 I feel the University is interested in my physical wellbeing	78	83	88	100	91	82	
	L4 I feel the University is interested in my mental wellbeing	68	75	78	100	64	76	
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	76	88	76	70	
	L6 The University provides a satisfying work environment	79	81	79	82	82	76	
	L7 Are you aware of the Employee Assistance Programme?	40	49	41	44	45	37	

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

Internal benchmarking for Information Technology

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

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

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

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

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

		University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds		18	16	19	33	32	19	
Total Greens		84	92	80	86	80	77	
Total number of respondents		2673	1096	82	18	22	38	<10
Section	**Question**							
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	95	100	95	92	
	M2 I am satisfied with the support I get from my immediate manager	86	86	86	89	81	86	
	M3 I am satisfied with the support I get from my work colleagues	90	91	91	94	95	87	
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	52	44	50	54	
	M5 Relationships at work are not strained *	75	76	75	72	80	71	
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	62	50	41	79	
	M7 I have the right equipment to do my job	83	87	83	78	73	89	
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	66	61	64	70	
	M9 I am able to take regular breaks on most days	69	74	83	83	86	82	
	M10 I have a place I can go to take a break at work	78	76	93	94	95	89	
	M11 I never feel stressed at work *	9	11	9	11	9	8	
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	73	81	58	77	
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	99	100	95	100	
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	30	33	18	32	
	N7 Are you aware of the University's Harassment Advisors?	35	40	45	33	41	50	

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

Internal benchmarking for Information Technology

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

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

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

- 🟩 indicates 'strength' = agreement from 75% or more of employees.
- 🟥 indicates 'areas for improvement' = agreement from 50% or fewer employees.

			University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds			18	16	19	33	32	19	
Total Greens			84	92	80	86	80	77	
Total number of respondents			2673	1096	82	18	22	38	<10
Section	Question								
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff		91	93	95	94	100	95	
	O2 I am aware of the University's priorities for Diversity and Inclusion		91	92	90	83	95	95	
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students		95	95	96	94	100	95	
	O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment		94	94	99	94	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	88	82	95	89	
	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	95	94	100	92	
	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	100	
	O6a The University of Reading respects people equally regardless of their gender		92	93	98	88	100	100	
	O6b The University of Reading respects people equally regardless of their nationality / race		95	96	98	94	100	97	
	O6c The University of Reading respects people equally regardless of their disability status		96	97	99	94	100	100	
	O6d The University of Reading respects people equally regardless of their age		92	93	98	94	100	97	
	O6e The University of Reading respects people equally regardless of their sexual orientation		98	99	100	100	100	100	
	O6f The University of Reading respects people equally regardless of their religion or beliefs		98	98	99	100	100	97	
	O7 I have not felt discriminated against at work in the last 12 months? *		92	94	96	100	95	97	

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

Internal benchmarking for Information Technology

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	19	33	32	19	
	Total Greens	84	92	80	86	80	77	
	Total number of respondents	2673	1096	82	18	22	38	<10

Section	Question	University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	70	78	67	67	
	P1b I receive information in a timely way in regard to wider University issues	76	76	70	67	67	73	
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	84	83	86	83	
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	84	78	90	84	
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	54	53	45	57	
	P4 I know where to find information about important decisions made at the University of Reading	56	60	46	33	41	53	
	P5 On the whole, communication in the University of Reading is effective	60	63	56	29	64	66	
	P6 Communication between senior management and staff is effective	54	58	46	25	45	54	
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	37	28	41	38	
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	63	50	64	68	
	Q2 I feel able to voice my opinions	71	75	65	53	64	72	
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	63	56	59	69	
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	67	71	55	69	
	Q5 I am confident my ideas or suggestions will be listened to	60	65	56	50	50	61	
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	44	33	45	50	
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	53	59	48	51	
	Q8a I feel there is good co-operation between teams in my department	83	83	65	50	77	61	
	Q8b I feel there is good co-operation between different departments	62	64	58	41	68	58	

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

Internal benchmarking for Information Technology

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

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

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

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

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

			University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds			18	16	19	33	32	19	
Total Greens			84	92	80	86	80	77	
Total number of respondents			2673	1096	82	18	22	38	<10
Section	Question								
Managing Change	R1 The current pace of change in the University of Reading is about right		27	32	26	28	33	24	
	R2 In my opinion the recent PAS changes were well planned		17	20	19	6	24	23	
	R3 In my opinion the recent PAS changes were well explained		25	29	22	19	18	26	
	R4 In my opinion other recent changes (not PAS) have been well planned		38	43	39	35	24	49	
	R5 In my opinion other recent changes (not PAS) have been well explained		39	44	42	38	35	47	
	R6a Generally, change within my department is managed well		72	70	59	59	55	58	
	R6b Generally, change within the University of Reading is managed well		36	40	36	25	29	46	
	R6c Generally, the process of change does not cause me concern and worry *		49	56	50	41	55	50	
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *		18	19	26	13	27	30	
	R6e Generally, I have seen some positive changes in the last 12 months		55	66	58	59	64	51	
	R6f Generally, I think things will improve in the next 12 months		61	72	65	65	68	65	
	R7 I feel action will be taken as a result of this survey		54	60	51	47	40	58	

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

Internal benchmarking for Information Technology

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

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

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

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

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

			University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds			18	16	19	33	32	19	
Total Greens			84	92	80	86	80	77	
Total number of respondents			2673	1096	82	18	22	38	<10
Section	Question								
	S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to?								
Comment Themes	Being Treated Fairly / Diversity & Inclusion		4	4	3	7	6	0	
	Communication		10	16	15	21	12	15	
	Facilities / Environment		7	5	10	0	12	15	
	Feeling Valued / Supported		7	6	13	7	12	19	
	Health and Wellbeing		4	5	5	0	0	11	
	Job Satisfaction		1	1	2	0	0	4	
	Job Security		3	1	0	0	0	0	
	Managing Change		3	5	5	14	6	0	
	Management – Immediate / Local		3	2	3	7	0	4	
	Pay & Benefits		9	10	5	0	12	4	
	PAS / Re-organisation		15	11	12	21	6	7	
	Relationships / Co-operation		3	4	3	0	0	7	
	Role & Responsibilities		4	3	3	7	6	0	
	Student / Internal Customer Satisfaction		2	1	0	0	0	0	
	Senior Management		9	9	5	14	6	0	
	Systems / Processes		8	6	8	0	12	11	
	Training, Development & Progression		5	7	5	0	12	0	
	Other		4	4	2	0	0	4	

Internal benchmarking for Information Technology

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

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

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

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

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

			University of Reading	Management / Professional Service and other	Information Technology	Business Engagement & Transformation	Development & Operations	Services & Support	All other IT
Total Reds			18	16	19	33	32	19	
Total Greens			84	92	80	86	80	77	
Total number of respondents			2673	1096	82	18	22	38	<10
Section	Question								
	S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to?								
	Being Treated Fairly / Diversity & Inclusion		6	6	5	8	6	4	
	Communication		1	1	2	0	0	4	
	Facilities / Environment		12	13	13	15	18	11	
	Feeling Valued / Supported		12	12	12	8	12	14	
	Health and Wellbeing		5	5	5	15	6	0	
	Job Satisfaction		14	13	18	15	18	21	
	Job Security		3	3	7	0	6	11	
Comment Themes (Continued)	Managing Change		0	1	0	0	0	0	
	Management – Immediate / Local		5	4	2	0	6	0	
	Pay & Benefits		4	5	3	0	12	0	
	PAS / Re-organisation		1	1	3	0	0	4	
	Relationships / Co-operation		16	15	15	15	6	18	
	Role & Responsibilities		3	3	2	0	6	0	
	Student / Internal Customer Satisfaction		3	3	2	0	0	4	
	Senior Management		2	1	3	15	0	0	
	Systems / Processes		1	1	3	0	0	7	
	Training, Development & Progression		6	6	3	8	6	0	
	Other		7	7	2	0	0	4	

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

CAPITA

University of **Reading**

Appendix - User Guide

Types of survey questions

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

'Primary' and 'sub' questions

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

Example:

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

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

Example:

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

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

Questions on a four point scale

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

Example:

To what extent do you agree or disagree with the following?	Agree	Tend to Agree	Tend to Disagree	Disagree
I am satisfied with my current role and level of responsibility	$\square_4$	$\square_3$	$\square_2$	$\square_1$

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

Non-scale questions

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

Example:

	Yes	No
Are you aware of the University Values for Working Together and Professional Behaviours?	☐	☐

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

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

	Always	Frequently	Occasionally	Never
I feel stressed at work	☐	☐	☐	☐

'Never' is considered the positive response.

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

'About right' is considered the positive response.

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

	A Lot	A Little	Nothing
How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	☐	☐	☐

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

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

	Yes	No
Have you been employed by the University of Reading for over a year?	☐	☐

Negatively worded questions

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

Example:

	Yes	No
Are you currently being harassed or bullied at work?	☐	☐

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

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

Understanding the effect of rounding

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

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

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

In the example shown below if we sum the displayed percentages for *agree* and *tend to agree* to calculate the percentage positive response it would be 69%, however, by using raw figures we calculate the result more accurately to 69.5338% which is rounded up to 70%.

EXAMPLE:

	Agree	Tend to Agree	Tend to Disagree	Disagree	Total	Total Positive responses calculation
	(A)	(B)	(C)	(D)	A+B+C+D	A+B
Number of responses	909	926	507	297	2,639	1,835
Percent of responses	34.4448%	35.0890%	19.2118%	11.2543%	99.9999%	69.5338% (rounds to 70%)
Rounds to	34%	35%	19%	11%	99%	69%

Values assigned to questions in order to rank responses

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

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

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

For example:
The University of Reading is a good place to work

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

Calculation for average question score:

$$\frac{8{,}782}{2{,}646}$$

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**.