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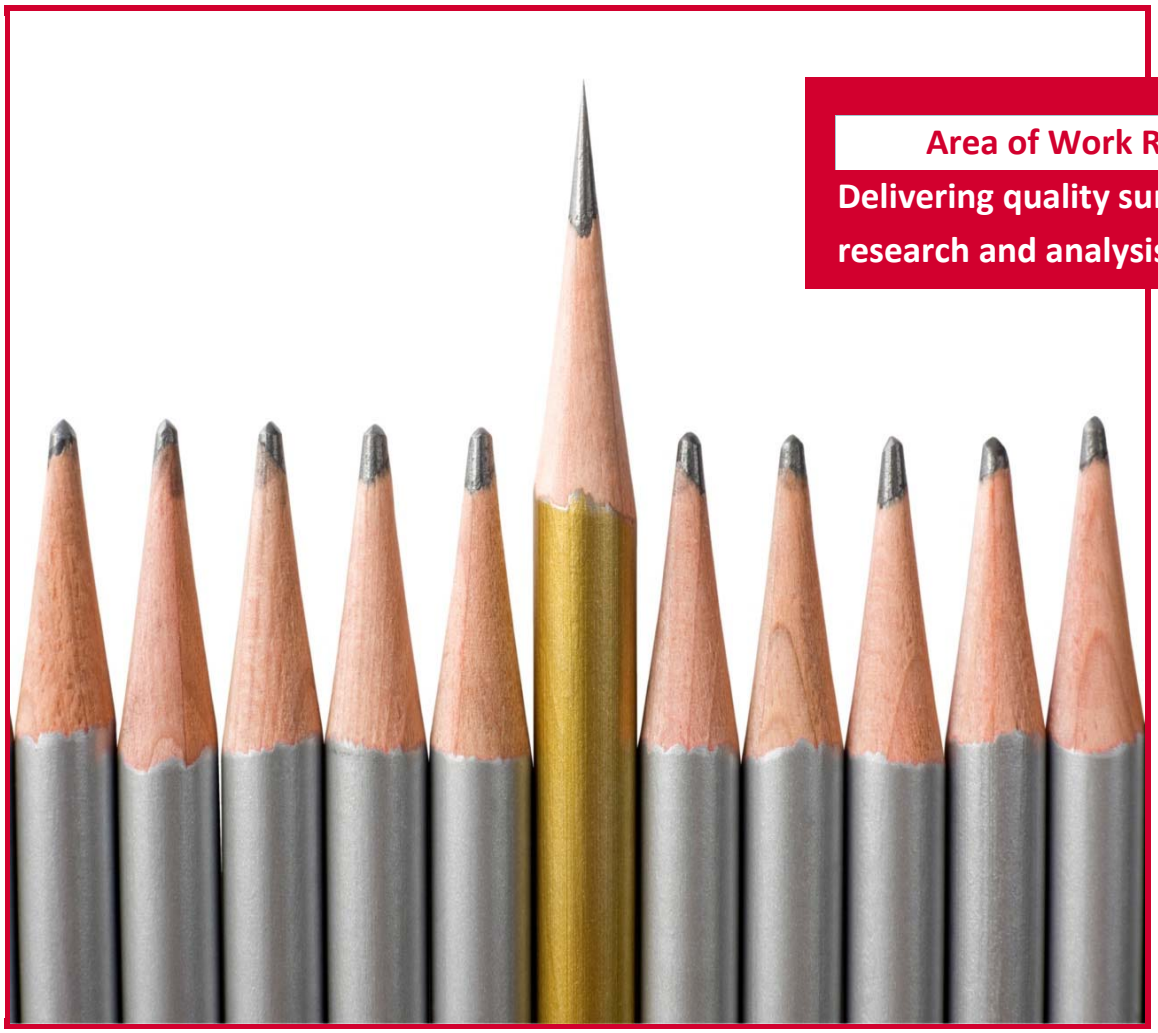

Area of Work Report

Delivering quality survey, research and analysis solutions.

Marketing, Communication & Engagement

Employee Survey 2017
Project Number: 8046

May 2017

25 YEARS
Delivering outstanding survey and research services
CAPITA SURVEYS AND RESEARCH

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University of Reading - Marketing, Communication & Engagement

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 83% i.e. 80 of the 96 employees in Marketing, Communication & Engagement responded to the survey.

Presentation of results

This report presents a summary of the results for Marketing, Communication & Engagement 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 Marketing, Communication & Engagement

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:** 80

Question	AOW %
N1 I'm not currently being harassed or bullied at work? *	99
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 *	99
B2 Generally, I enjoy my work	98
D1d I have a clear understanding about expected standards of behaviour	98
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	97
O6c The University of Reading respects people equally regardless of their disability status	97
O6d The University of Reading respects people equally regardless of their age	97
O6e The University of Reading respects people equally regardless of their sexual orientation	97
B3 My work is varied and interesting to me	96
L1 I am satisfied that my personal safety is treated seriously at work	96
O6f The University of Reading respects people equally regardless of their religion or beliefs	96
L2 I feel safe and secure in my working environment	95
O6b The University of Reading respects people equally regardless of their nationality / race	95
D1a I have a clear understanding about my role within the University of Reading	94
I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	94
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	94
K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis	94
M1 I can decide on my own how to go about doing my work	94
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	94

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

Part B - Least positive perceptions and areas identified for improvement for Marketing, Communication & Engagement

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:** 80

Question	AOW %
M11 I never feel stressed at work *	3
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	10
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	22
N7 Are you aware of the University's Harassment Advisors?	24
R2 In my opinion the recent PAS changes were well planned	25
D8 I don't worry about work outside my working hours *	29
R3 In my opinion the recent PAS changes were well explained	31
L7 Are you aware of the Employee Assistance Programme?	33
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 *	36
R1 The current pace of change in the University of Reading is about right	39
R6b Generally, change within the University of Reading is managed well	41
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	43
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	46
G2 I am satisfied with my current level of learning and development	49
R4 In my opinion other recent changes (not PAS) have been well planned	50

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

Understanding strength analysis

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

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

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

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

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

The question / statement results are colour coded to help to identify areas of strength or opportunities for improvement. Cells displaying question results are colour coded red, amber or green according to the percentage of respondents giving a positive response.

Understanding and using the comparisons in the tables

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

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

- Part C : The AOW has a confidence interval of +/-2%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than three percentage points for this to be considered a real difference between the scores.

Part C - Strength report by section for Marketing, Communication & Engagement 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:	93
	51% - 74% = Opportunity for improvement	No difference:	8
	50% or lower = Needs improvement	Negative difference:	53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section A: Work-Life Balance			
A1 The University of Reading provides good support to help me balance my work and personal commitments	81	74	7
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	78	82	-4
A5 I am able to take advantage of flexible working on an informal basis	77	80	-3
A2 I feel I have a good work-life balance	73	70	3
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	60	77	-17
Section B: Job Satisfaction			
B2 Generally, I enjoy my work	98	92	6
B3 My work is varied and interesting to me	96	91	5
B1 The University of Reading is a good place to work	90	87	3
B4 My work gives me a sense of personal achievement	90	86	4
B12 I'm interested in the University of Reading, to me it's not just a job *	89	91	-2
B9 I feel valued by my colleagues	88	88	0
B6 I feel I belong to a team	88	81	7
B7 I feel part of the University of Reading	85	76	9
B10 I feel valued by students / internal customers	80	85	-5
B5 I feel inspired to do my best work every day	80	80	0
B11 I feel my job security at the University of Reading is good	78	70	8

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

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

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50% or lower = Needs improvement

Positive difference: 93
No difference: 8
Negative difference: 53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section B: Job Satisfaction			
B8 I feel valued by the University of Reading	61	59	2
Section C: Pay and Benefits			
C1 Overall, I feel the University of Reading offers a good pay and benefits package	76	68	8
C5 I am aware of the benefits offered by the University	74	71	3
C2 I feel fairly paid for the work I do	67	60	7
C4 I am aware of the University's arrangements for recognising and rewarding good performance	59	69	-10
C3 I think my pay adequately reflects my performance	59	52	7
Section D: Your Role			
D1d I have a clear understanding about expected standards of behaviour	98	96	2
D1a I have a clear understanding about my role within the University of Reading	94	90	4
D3 I am trusted to do my job	93	93	0
D1c I have a clear understanding about expected standards of performance	90	91	-1
D1b I have a clear understanding about what I am expected to achieve in my job	87	89	-2
D6 People are willing to help each other even if it means doing something outside their usual activities	84	82	2
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	84	77	7
D4 The division of responsibilities between staff in my work area feels fair	72	68	4
D2 I am satisfied with my current role and level of responsibility	71	76	-5
D9 I don't find my current workload too much and I am not struggling to cope *	70	61	9
D10 I have adequate resources to complete my work	66	67	-1
D11 I don't feel priorities are changed too frequently for me to work efficiently *	60	63	-3
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 *	36	33	3
D8 I don't worry about work outside my working hours *	29	39	-10
Section E: Considering Leaving			
E2 I'm not actively seeking to leave my job here at the University *	75	82	-7
E1 I don't think about leaving the University *	60	65	-5
Section F: Performance Development Review (PDR)			
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	67	64	3
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	63	85	-22
F3 Was your Performance Development Review (PDR) useful for you? ^	63	68	-5
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	63	43	20

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

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50% or lower = Needs improvement

Positive difference:	93
No difference:	8
Negative difference:	53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section F: Performance Development Review (PDR)			
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	54	74	-20
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	43	75	-32
Section G: Learning and Development			
G1 I feel that I am given the same opportunities to develop as other staff	73	78	-5
G3 I have received sufficient training to enable me to do my job well	72	80	-8
G4 Overall, I feel that the University of Reading provides appropriate development opportunities	60	77	-17
G2 I am satisfied with my current level of learning and development	49	75	-26
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	83	76	7
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	80	61	19
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	79	69	10
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	74	69	5
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	74	69	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	58	43	15
Section I: Culture and Values			
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	97	92	5
I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	94	92	2
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 ^	93	85	8
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 ^	93	81	12
I10 I feel proud to work for the University of Reading	91	85	6
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 ^	91	69	22
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 ^	90	88	2

^ 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: 93
No difference: 8
Negative difference: 53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section I: Culture and Values			
I8 I feel the University of Reading delivers good quality service to students / internal customers	88	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 ^	86	76	10
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	86	70	16
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	82	64	18
I11 Would you recommend the University of Reading to a friend as a place to work?	81	81	0
I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^	80	64	16
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 ^	79	63	16
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 ^	78	64	14
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	60	63	-3
Section J: Your School or Function Leadership			
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	91	81	10
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	90	85	5
J4 My School / Function Leadership Team listen to and respond to the views of staff	86	75	11
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	85	76	9
J1 My School / Function Leadership Team manage and lead our School / Function well	84	83	1
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	94	93	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	94	93	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	91	90	1
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
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	86	-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	82	84	-2
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	77	79	-2

^ 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:	93
No difference:	8
Negative difference:	53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section K: Your Manager / Supervisor			
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	76	81	-5
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	76	79	-3
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	75	81	-6
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	68	74	-6
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	68	72	-4
Section L: Health, Safety and Wellbeing			
L1 I am satisfied that my personal safety is treated seriously at work	96	95	1
L2 I feel safe and secure in my working environment	95	96	-1
L3 I feel the University is interested in my physical wellbeing	80	78	2
L4 I feel the University is interested in my mental wellbeing	79	68	11
L6 The University provides a satisfying work environment	74	79	-5
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	67	62	5
L7 Are you aware of the Employee Assistance Programme?	33	40	-7
Section M: Working at the University			
M1 I can decide on my own how to go about doing my work	94	93	1
M3 I am satisfied with the support I get from my work colleagues	89	90	-1
M2 I am satisfied with the support I get from my immediate manager	85	86	-1
M7 I have the right equipment to do my job	85	83	2
M5 Relationships at work are not strained *	82	75	7
M12 Overall, I don't feel unduly stressed at work * ^	77	69	8
M6 I am able to handle all the conflicting demands on my time at work *	73	66	7
M10 I have a place I can go to take a break at work	68	78	-10
M9 I am able to take regular breaks on most days	63	69	-6
M4 There are usually sufficient people in the team I am working in to handle our workload	61	61	0
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	59	54	5
M11 I never feel stressed at work *	3	9	-6
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?	24	35	-11

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

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

75% or higher = Strength	Positive difference:	93
51% - 74% = Opportunity for improvement	No difference:	8
50% or lower = Needs improvement	Negative difference:	53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section N: Harassment and Bullying			
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	10	23	-13
Section O: Diversity and Inclusion			
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 *	99	96	3
O6e The University of Reading respects people equally regardless of their sexual orientation	97	98	-1
O6c The University of Reading respects people equally regardless of their disability status	97	96	1
O6d The University of Reading respects people equally regardless of their age	97	92	5
O6f The University of Reading respects people equally regardless of their religion or beliefs	96	98	-2
O6b The University of Reading respects people equally regardless of their nationality / race	95	95	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	94	94	0
O7 I have not felt discriminated against at work in the last 12 months? *	93	92	1
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	92	95	-3
O2 I am aware of the University's priorities for Diversity and Inclusion	92	91	1
O6a The University of Reading respects people equally regardless of their gender	91	92	-1
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	88	91	-3
O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *	88	90	-2
O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion	80	82	-2
Section P: Communication			
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	87	89	-2
P2b The information I receive is straightforward and I understand it in regard to wider University issues	85	80	5
P1a I receive information in a timely way in regard to local issues in my area of work	84	81	3
P1b I receive information in a timely way in regard to wider University issues	80	76	4
P5 On the whole, communication in the University of Reading is effective	73	60	13
P3 There are opportunities for me to feed my views upwards in the University of Reading	64	57	7
P6 Communication between senior management and staff is effective	64	54	10
P4 I know where to find information about important decisions made at the University of Reading	60	56	4
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	46	42	4

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

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

75% or higher = Strength	Positive difference:	93
51% - 74% = Opportunity for improvement	No difference:	8
50% or lower = Needs improvement	Negative difference:	53

Question	AOW %	UoR %	+/-
Total number of responses:	80	2673	
Section Q: Staff Involvement			
Q8a I feel there is good co-operation between teams in my department	83	83	0
Q2 I feel able to voice my opinions	80	71	9
Q1 I feel there are adequate opportunities to raise points of concern	73	64	9
Q4 I am personally encouraged to look for ways to improve the way we do things	71	69	2
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	70	72	-2
Q5 I am confident my ideas or suggestions will be listened to	67	60	7
Q7 I am confident I will get feedback on my ideas or suggestions	60	51	9
Q8b I feel there is good co-operation between different departments	56	62	-6
Q6 I feel the University genuinely listens to staff views during consultations	55	43	12
Section R: Managing Change			
R6f Generally, I think things will improve in the next 12 months	79	61	18
R6e Generally, I have seen some positive changes in the last 12 months	75	55	20
R6a Generally, change within my department is managed well	66	72	-6
R7 I feel action will be taken as a result of this survey	64	54	10
R6c Generally, the process of change does not cause me concern and worry *	64	49	15
R5 In my opinion other recent changes (not PAS) have been well explained	58	39	19
R4 In my opinion other recent changes (not PAS) have been well planned	50	38	12
R6b Generally, change within the University of Reading is managed well	41	36	5
R1 The current pace of change in the University of Reading is about right	39	27	12
R3 In my opinion the recent PAS changes were well explained	31	25	6
R2 In my opinion the recent PAS changes were well planned	25	17	8
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	22	18	4

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

Part D - Frequency Charts for Marketing, Communication & Engagement

A presentation of the survey results in chart format in the same order as the questionnaire for ease of reference.

All the main results charts (for scale response questions) are structured in a similar way:

1. **Question:** The text of the question that was asked.

2. **Response chart:** The percentage of respondents who selected each response option for each question, rounded to the nearest whole percentage, is presented in a stacked bar chart. It is important to look at this detailed breakdown, not just the percentage of positive responses, when interpreting the survey results. Note that the rounding percentages occasionally results in the total percentage not adding up to exactly 100%.

3. **Total Responses:** The number of valid responses that were received for the question.

4. **Combining the positive responses and the 'rounding effect':** The total percentage of positive responses that were received for each question in 2017 is shown after the stacked bar chart. Where a question is positively phrased the 'Positive' heading shows the total of 'Agree / Tend to agree' or 'Yes' responses. Where the question is negatively phrased the 'Positive' heading shows the 'Disagree / Tend to disagree' or 'No' responses.

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

Part D - Frequency Charts for Marketing, Communication & Engagement

Section A: Work-Life Balance

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

Total Responses: 80

Positive %: 81

A2 I feel I have a good work-life balance

Total Responses: 80

Positive %: 73

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

Total Responses: 80

Positive %: 60

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

Total Responses: 79

Positive %: 78

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

Total Responses: 78

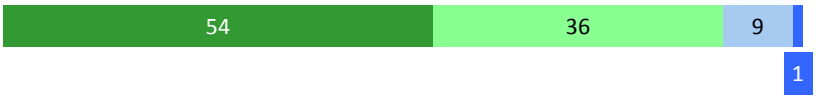
Positive %: 77

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section B: Job Satisfaction

B1 The University of Reading is a good place to work



Total Responses: 80
Positive %: 90

B2 Generally, I enjoy my work

Total Responses: 80
Positive %: 98

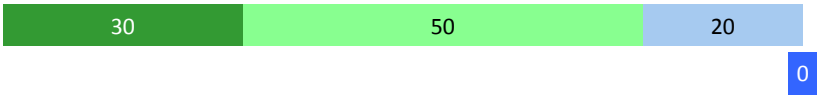
B3 My work is varied and interesting to me

Total Responses: 80
Positive %: 96

B4 My work gives me a sense of personal achievement

Total Responses: 78
Positive %: 90

B5 I feel inspired to do my best work every day



Total Responses: 80
Positive %: 80

B6 I feel I belong to a team

Total Responses: 80
Positive %: 88

B7 I feel part of the University of Reading

Total Responses: 80
Positive %: 85

B8 I feel valued by the University of Reading

Total Responses: 80
Positive %: 61

Agree | Tend to Agree | Tend to Disagree | Disagree

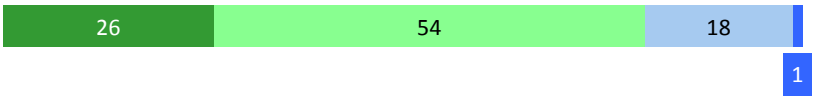
Part D - Frequency Charts for Marketing, Communication & Engagement

Section B: Job Satisfaction

B9 I feel valued by my colleagues

Total Responses:	Positive %:
80	88

B10 I feel valued by students / internal customers



Total Responses:	Positive %:
76	80

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

Total Responses:	Positive %:
78	78

Agree | Tend to Agree | Tend to Disagree | Disagree

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

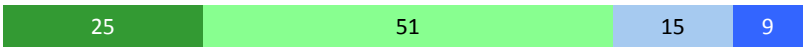
Total Responses:	Positive %:
80	89

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section C: Pay and Benefits

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



Total Responses: 80

Positive %: 76

C2 I feel fairly paid for the work I do

Total Responses: 79

Positive %: 67

C3 I think my pay adequately reflects my performance

Total Responses: 80

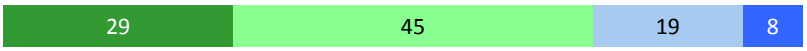
Positive %: 59

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

Total Responses: 80

Positive %: 59

C5 I am aware of the benefits offered by the University



Total Responses: 80

Positive %: 74

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section D: Your Role

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

Total Responses: 80
Positive %: 94

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

Total Responses: 79
Positive %: 87

D1c I have a clear understanding about expected standards of performance

Total Responses: 80
Positive %: 90

D1d I have a clear understanding about expected standards of behaviour

Total Responses: 80
Positive %: 98

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

Total Responses: 80
Positive %: 71

D3 I am trusted to do my job

Total Responses: 80
Positive %: 93

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

Total Responses: 78
Positive %: 72

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section D: Your Role

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

Total Responses: 80

Positive %: 84

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

Total Responses: 80

Positive %: 84

Agree | Tend to Agree | Tend to Disagree | Disagree

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

Total Responses: 80

Positive %: 36

D8 I often worry about work outside my working hours

Total Responses: 78

Positive %: 29

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

Total Responses: 79

Positive %: 70

Agree | Tend to Agree | Tend to Disagree | Disagree

D10 I have adequate resources to complete my work

Total Responses: 80

Positive %: 66

Agree | Tend to Agree | Tend to Disagree | Disagree

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

Total Responses: 80

Positive %: 60

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section E: Considering Leaving

E1 I often think about leaving the University

Total Responses:	Positive %:
80	60

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

Total Responses:	Positive %:
80	75

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section F: Performance Development Review (PDR)

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

Total Responses: 80

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

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

Total Responses: 56 | Positive %: 43

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

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

Total Responses: 24 | Positive %: 63

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

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

Total Responses: 24 | Positive %: 63

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

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

Total Responses: 24 | Positive %: 67

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

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

Total Responses: 24 | Positive %: 54

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?

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

Total Responses: 32 | Positive %: 63

Yes No Not Sure

Part D - Frequency Charts for Marketing, Communication & Engagement

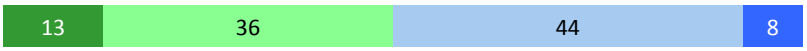
Section G: Learning and Development

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

Total Responses: 80

Positive %: 73

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



Total Responses: 80

Positive %: 49

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

Total Responses: 79

Positive %: 72

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

Total Responses: 78

Positive %: 60

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section H: University Executive Board (UEB)

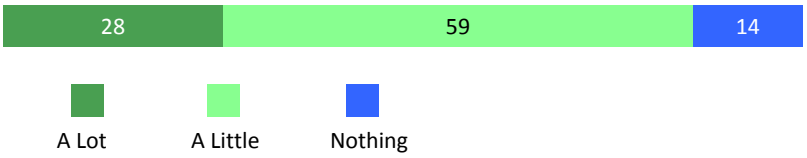
	Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	22	58	13	8	79	80
H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed	26	53	14	8	80	79
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	17	57	21	5	77	74
H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	12	47	30	12	77	58
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	20	54	20	7	76	74
H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	21	61	12	5	75	83

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section I: Culture and Values

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



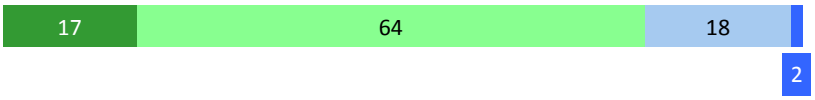
Total Responses:	Positive %:
80	86

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

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

Total Responses:	Positive %:
68	93

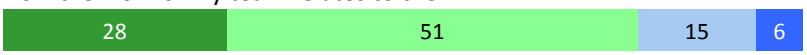
I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them



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

Total Responses:	Positive %:
66	80

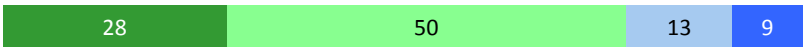
I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them



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

Total Responses:	Positive %:
68	79

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



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

Total Responses:	Positive %:
68	78

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

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

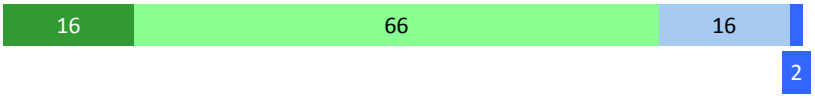
Total Responses:	Positive %:
65	91

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

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



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

Total Responses:	Positive %:
61	82

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

Total Responses:	Positive %:
76	88

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

Total Responses:	Positive %:
79	97

I10 I feel proud to work for the University of Reading

Total Responses:	Positive %:
78	91

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

Total Responses:	Positive %:
80	81

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

Total Responses:	Positive %:
78	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 %:
80	60

Yes | No

Part D - Frequency Charts for Marketing, Communication & Engagement

Section I: Culture and Values

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

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

Total Responses:	Positive %:
44	86

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

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

Total Responses:	Positive %:
44	93

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

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

Total Responses:	Positive %:
48	90

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

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

Total Responses:	Positive %:
48	94

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section J: Your School or Function Leadership

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

Total Responses: 80

Positive %: 84

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

Total Responses: 80

Positive %: 85

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

Total Responses: 78

Positive %: 90

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

Total Responses: 80

Positive %: 86

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

Total Responses: 79

Positive %: 91

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section K: Your Manager / Supervisor

K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well

Total Responses: 79
Positive %: 82

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

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: 80
Positive %: 94

K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis

Total Responses: 79
Positive %: 94

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: 80
Positive %: 91

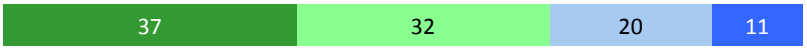
K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well

Total Responses: 79
Positive %: 82

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: 79
Positive %: 77

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: 79
Positive %: 68

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section K: Your Manager / Supervisor

	Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
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	49	26	18	8	80	75
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	38	30	20	12	74	68
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	46	30	18	6	80	76
K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	56	20	11	13	79	76

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section L: Health, Safety and Wellbeing

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

Total Responses:	Positive %:
79	96

L2 I feel safe and secure in my working environment

Total Responses:	Positive %:
80	95

L3 I feel the University is interested in my physical wellbeing

Total Responses:	Positive %:
79	80

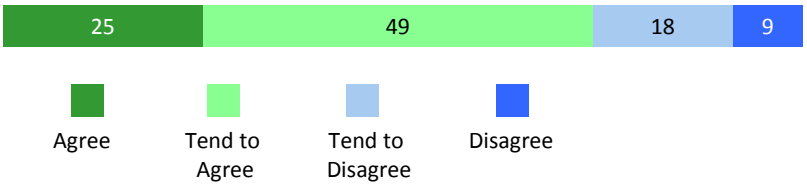
L4 I feel the University is interested in my mental wellbeing

Total Responses:	Positive %:
77	79

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

Total Responses:	Positive %:
76	67

L6 The University provides a satisfying work environment



Total Responses:	Positive %:
80	74

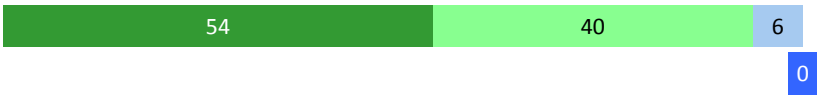
L7 Are you aware of the Employee Assistance Programme?

Total Responses:	Positive %:
79	33

Part D - Frequency Charts for Marketing, Communication & Engagement

Section M: Working at the University

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



Total Responses:	Positive %:
80	94

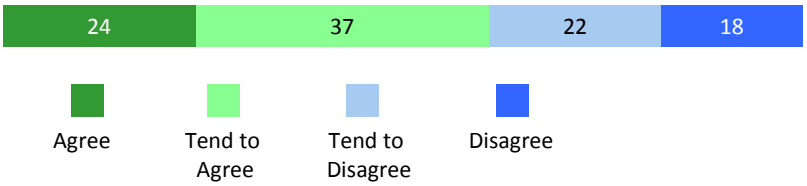
M2 I am satisfied with the support I get from my immediate manager

Total Responses:	Positive %:
80	85

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

Total Responses:	Positive %:
79	89

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

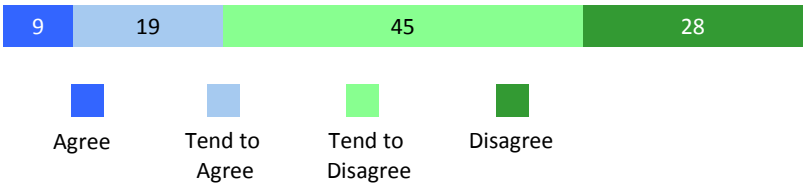


Total Responses:	Positive %:
79	61

M5 Relationships at work are strained

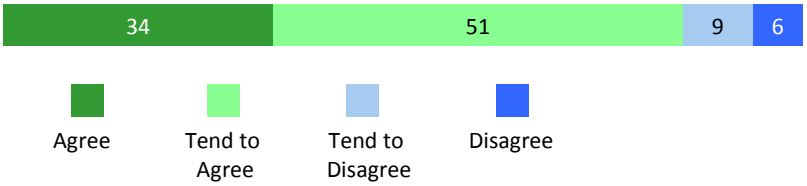
Total Responses:	Positive %:
79	82

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



Total Responses:	Positive %:
80	73

M7 I have the right equipment to do my job

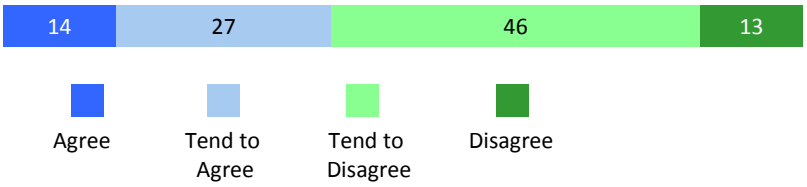


Total Responses:	Positive %:
80	85

Part D - Frequency Charts for Marketing, Communication & Engagement

Section M: Working at the University

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

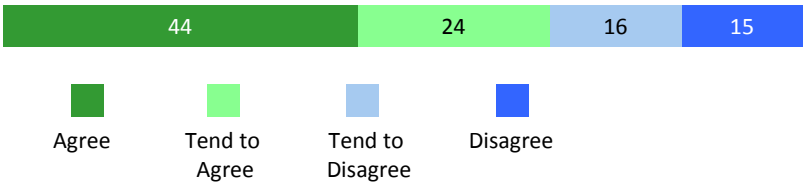


Total Responses:	Positive %:
78	59

M9 I am able to take regular breaks on most days

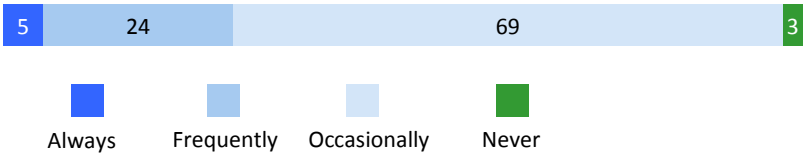
Total Responses:	Positive %:
80	63

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



Total Responses:	Positive %:
79	68

M11 I feel stressed at work



Total Responses:	Positive %:
80	3

M12 Overall, I feel unduly stressed at work

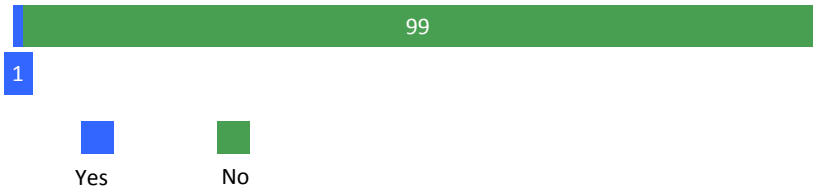
Total Responses:	Positive %:
77	77

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

Part D - Frequency Charts for Marketing, Communication & Engagement

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?



Total Responses:	Positive %:
80	99

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

Total Responses:	Positive %:
80	10

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

Total Responses:	Positive %:
80	24

Part D - Frequency Charts for Marketing, Communication & Engagement

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: 80

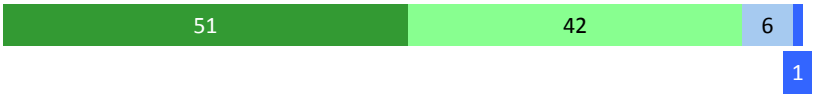
Positive %: 88

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

Total Responses: 79

Positive %: 92

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



Total Responses: 79

Positive %: 92

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: 77

Positive %: 94

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

Total Responses: 75

Positive %: 80

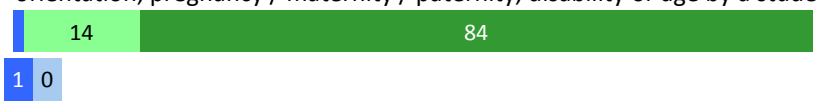
Agree | Tend to Agree | Tend to Disagree | Disagree

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: 78

Positive %: 88

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: 76

Positive %: 99

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section O: Diversity and Inclusion

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

Total Responses: 79

Positive %: 91

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

Total Responses: 78

Positive %: 95

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

Total Responses: 77

Positive %: 97

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

Total Responses: 78

Positive %: 97

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

Total Responses: 78

Positive %: 97

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

Total Responses: 77

Positive %: 96

Agree | Tend to Agree | Tend to Disagree | Disagree

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

Total Responses: 80

Positive %: 93

Yes | No

Part D - Frequency Charts for Marketing, Communication & Engagement

Section P: Communication

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
25	58	10	6	79	84

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
25	55	16	4	80	80

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
41	46	9	4	78	87

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
35	50	12	4	78	85

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
18	46	33	4	80	64

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
21	39	34	6	80	60

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
22	52	20	6	79	73

P6 Communication between senior management and staff is effective

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
14	50	26	9	76	64

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

Agree	Tend to Agree	Tend to Disagree	Disagree	Total Responses:	Positive %:
6	40	38	15	78	46

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

Section Q: Staff Involvement

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

Total Responses: 77
Positive %: 73

Q2 I feel able to voice my opinions

Total Responses: 79
Positive %: 80

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

Total Responses: 79
Positive %: 70

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

Total Responses: 79
Positive %: 71

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

Total Responses: 76
Positive %: 67

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

Total Responses: 73
Positive %: 55

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

Total Responses: 73
Positive %: 60

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

Total Responses: 80
Positive %: 83

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

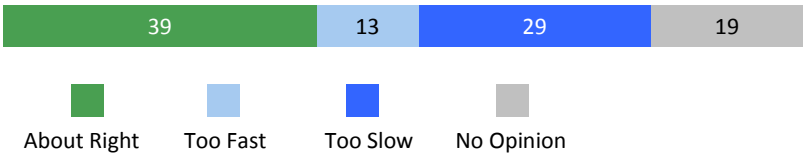
Total Responses: 80
Positive %: 56

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Marketing, Communication & Engagement

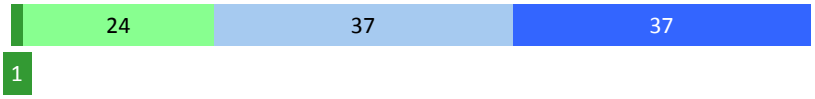
Section R: Managing Change

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



Total Responses:	Positive %:
79	39

R2 In my opinion the recent PAS changes were well planned

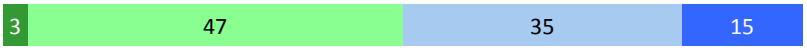


Total Responses:	Positive %:
67	25

R3 In my opinion the recent PAS changes were well explained

Total Responses:	Positive %:
68	31

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



Total Responses:	Positive %:
66	50

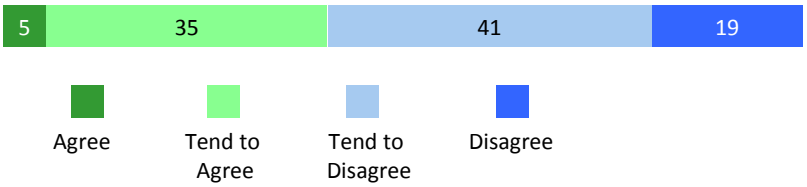
R5 In my opinion other recent changes (not PAS) have been well explained

Total Responses:	Positive %:
65	58

R6a Generally, change within my department is managed well

Total Responses:	Positive %:
80	66

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



Total Responses:	Positive %:
74	41

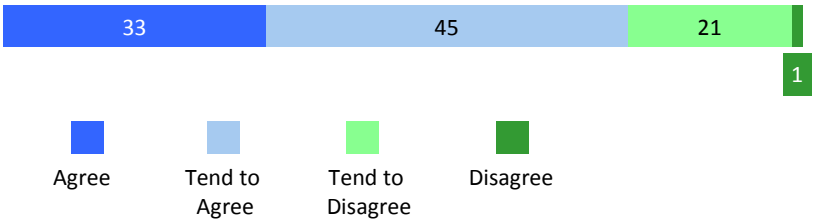
Part D - Frequency Charts for Marketing, Communication & Engagement

Section R: Managing Change

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

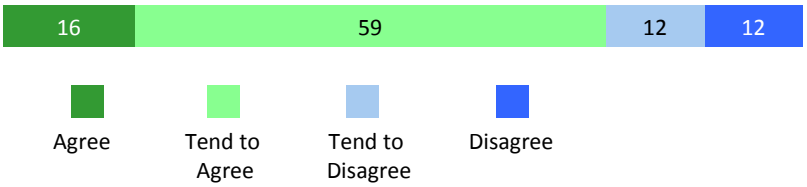
Total Responses:	Positive %:
75	64

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



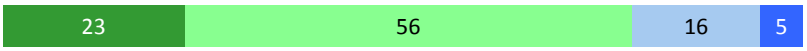
Total Responses:	Positive %:
73	22

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



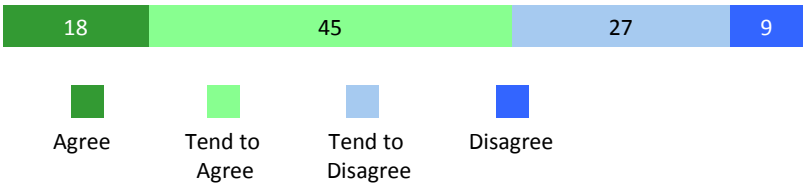
Total Responses:	Positive %:
73	75

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



Total Responses:	Positive %:
75	79

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



Total Responses:	Positive %:
77	64

Part E - Comment Themes for Marketing, Communication & Engagement

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	4
Communication	8
Facilities / Environment	3
Feeling Valued / Supported	4
Health and Wellbeing	6
Management – Immediate / Local	2
Pay & Benefits	2
PAS / Re-organisation	3
Relationships / Co-operation	3
Role & Responsibilities	1
Senior Management	8
Systems / Processes	5
Training, Development & Progression	8
Other	3

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
Communication	1
Facilities / Environment	7
Feeling Valued / Supported	5
Health and Wellbeing	2
Job Satisfaction	11
Job Security	1
Managing Change	1
Management – Immediate / Local	4
Pay & Benefits	3
PAS / Re-organisation	1
Relationships / Co-operation	13
Role & Responsibilities	3
Senior Management	1
Training, Development & Progression	3
Other	3

Part F - Survey Results Ranked By Degree of Importance to Respondents for Marketing, Communication & Engagement

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	67	1.90
2	R6d	Generally, more could be done to help staff prepare for and cope with change	73	1.90
3	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	80	2.00
4	D8	I often worry about work outside my working hours	78	2.05
5	R3	In my opinion the recent PAS changes were well explained	68	2.07
6	R6b	Generally, change within the University of Reading is managed well	74	2.27
7	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	78	2.37
8	R4	In my opinion other recent changes (not PAS) have been well planned	66	2.38
9	Q6	I feel the University genuinely listens to staff views during consultations	73	2.45
10	R5	In my opinion other recent changes (not PAS) have been well explained	65	2.49
11	G2	I am satisfied with my current level of learning and development	80	2.54
12	Q8b	I feel there is good co-operation between different departments	80	2.58
13	Q7	I am confident I will get feedback on my ideas or suggestions	73	2.58
14	M8	I am required to do unimportant tasks which prevent me completing more important ones	78	2.58
15	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	77	2.58
16	D11	I feel priorities are changed too frequently for me to work efficiently	80	2.59
17	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	78	2.67
18	M4	There are usually sufficient people in the team I am working in to handle our workload	79	2.67
19	C3	I think my pay adequately reflects my performance	80	2.68
20	M9	I am able to take regular breaks on most days	80	2.68
21	P6	Communication between senior management and staff is effective	76	2.70
22	E1	I often think about leaving the University	80	2.70
23	R6c	Generally, the process of change causes me concern and worry	75	2.71
24	C4	I am aware of the University's arrangements for recognising and rewarding good performance	80	2.73
25	D10	I have adequate resources to complete my work	80	2.73
26	R7	I feel action will be taken as a result of this survey	77	2.73

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
27	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	80	2.74
28	B8	I feel valued by the University of Reading	80	2.74
29	P4	I know where to find information about important decisions made at the University of Reading	80	2.75
30	Q5	I am confident my ideas or suggestions will be listened to	76	2.76
31	D9	I find my current workload too much and I am struggling to cope	79	2.77
32	P3	There are opportunities for me to feed my views upwards in the University of Reading	80	2.78
33	R6e	Generally, I have seen some positive changes in the last 12 months	73	2.79
34	C2	I feel fairly paid for the work I do	79	2.80
35	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	79	2.80
36	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	76	2.80
37	Q1	I feel there are adequate opportunities to raise points of concern	77	2.81
38	R6a	Generally, change within my department is managed well	80	2.81
39	G3	I have received sufficient training to enable me to do my job well	79	2.82
40	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	77	2.86
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	76	2.87
42	Q4	I am personally encouraged to look for ways to improve the way we do things	79	2.87
43	P5	On the whole, communication in the University of Reading is effective	79	2.89
44	G1	I feel that I am given the same opportunities to develop as other staff	80	2.89
45	L6	The University provides a satisfying work environment	80	2.90
46	M6	I am unable to handle all the conflicting demands on my time at work	80	2.91
47	D4	The division of responsibilities between staff in my work area feels fair	78	2.92
48	C1	Overall, I feel the University of Reading offers a good pay and benefits package	80	2.93
49	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	74	2.93
50	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	2.94
51	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	79	2.94
52	C5	I am aware of the benefits offered by the University	80	2.95
53	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	66	2.95
54	R6f	Generally, I think things will improve in the next 12 months	75	2.96
55	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	61	2.97
56	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	68	2.97
57	M10	I have a place I can go to take a break at work	79	2.97

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
58	Q2	I feel able to voice my opinions	79	2.97
59	D2	I am satisfied with my current role and level of responsibility	80	2.98
60	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	2.98
61	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	75	2.99
62	A2	I feel I have a good work-life balance	80	2.99
63	P1b	I receive information in a timely way in regard to wider University issues	80	3.01
64	L4	I feel the University is interested in my mental wellbeing	77	3.01
65	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	68	3.01
66	P1a	I receive information in a timely way in regard to local issues in my area of work	79	3.03
67	B11	I feel my job security at the University of Reading is good	78	3.04
68	B10	I feel valued by students / internal customers	76	3.05
69	L3	I feel the University is interested in my physical wellbeing	79	3.06
70	A5	I am able to take advantage of flexible working on an informal basis	78	3.09
71	A1	The University of Reading provides good support to help me balance my work and personal commitments	80	3.10
72	B5	I feel inspired to do my best work every day	80	3.10
73	E2	I am actively seeking to leave my job here at the University	80	3.10
74	I8	I feel the University of Reading delivers good quality service to students / internal customers	76	3.11
75	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	75	3.11
76	M5	Relationships at work are strained	79	3.11
77	M7	I have the right equipment to do my job	80	3.13
78	K7	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	3.14
79	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	80	3.15
80	J4	My School / Function Leadership Team listen to and respond to the views of staff	80	3.15
81	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	65	3.15
82	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	78	3.15
83	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	44	3.16
84	K9	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	80	3.16
85	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	80	3.16
86	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	79	3.16

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
87	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	80	3.18
88	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	79	3.18
89	K12	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	79	3.19
90	I2	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them	68	3.19
91	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	3.23
92	Q8a	I feel there is good co-operation between teams in my department	80	3.24
93	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	78	3.24
94	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	80	3.25
95	K6	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	79	3.25
96	B7	I feel part of the University of Reading	80	3.26
97	B4	My work gives me a sense of personal achievement	78	3.27
98	J1	My School / Function Leadership Team manage and lead our School / Function well	80	3.28
99	B9	I feel valued by my colleagues	80	3.29
100	I11	Would you recommend the University of Reading to a friend as a place to work?	80	3.29
101	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	44	3.30
102	B6	I feel I belong to a team	80	3.31
103	M2	I am satisfied with the support I get from my immediate manager	80	3.31
104	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	79	3.32
105	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	78	3.32
106	I10	I feel proud to work for the University of Reading	78	3.35
107	D6	People are willing to help each other even if it means doing something outside their usual activities	80	3.35
108	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	48	3.35
109	D1b	I have a clear understanding about what I am expected to achieve in my job	79	3.39
110	O6a	The University of Reading respects people equally regardless of their gender	79	3.41
111	O2	I am aware of the University's priorities for Diversity and Inclusion	79	3.42
112	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	79	3.42
113	B1	The University of Reading is a good place to work	80	3.43
114	B12	I'm not interested in the University of Reading, to me it's just a job	80	3.43
115	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	77	3.44

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
116	M3	I am satisfied with the support I get from my work colleagues	79	3.44
117	I12	Would you recommend the University of Reading to a friend as a place to study?	78	3.45
118	D1c	I have a clear understanding about expected standards of performance	80	3.45
119	M1	I can decide on my own how to go about doing my work	80	3.48
120	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	79	3.48
121	D3	I am trusted to do my job	80	3.51
122	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	80	3.51
123	B2	Generally, I enjoy my work	80	3.53
124	B3	My work is varied and interesting to me	80	3.54
125	D1a	I have a clear understanding about my role within the University of Reading	80	3.54
126	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	48	3.54
127	O6d	The University of Reading respects people equally regardless of their age	78	3.55
128	O6b	The University of Reading respects people equally regardless of their nationality / race	78	3.56
129	L1	I am satisfied that my personal safety is treated seriously at work	79	3.57
130	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	78	3.58
131	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	79	3.59
132	O6c	The University of Reading respects people equally regardless of their disability status	77	3.60
133	O6f	The University of Reading respects people equally regardless of their religion or beliefs	77	3.61
134	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	80	3.61
135	L2	I feel safe and secure in my working environment	80	3.63
136	O6e	The University of Reading respects people equally regardless of their sexual orientation	78	3.64
137	D1d	I have a clear understanding about expected standards of behaviour	80	3.68
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	76	3.82
			Average:	*3.05*

Part G - Internal benchmarking for Marketing, Communication & Engagement

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 Marketing, Communication & Engagement

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	Total Reds	18	16	15	21	23	53	21		17	13				
	Total Greens	84	92	90	87	80	59	119		94	107				
	Total number of respondents	2673	1096	80	11	24	10	12	<10	17	11	<10	<10	<10	<10
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	81	91	79	60	100		94	82				
	A2 I feel I have a good work-life balance	70	81	73	55	75	60	83		88	55				
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	60	64	63	60	67		59	64				
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	78	91	67	40	92		88	90				
	A5 I am able to take advantage of flexible working on an informal basis	80	78	77	82	61	40	82		82	100				
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	90	100	88	80	100		94	100				
	B2 Generally, I enjoy my work	92	92	98	100	96	100	100		100	100				
	B3 My work is varied and interesting to me	91	90	96	100	96	90	100		100	100				
	B4 My work gives me a sense of personal achievement	86	85	90	91	92	90	92		88	90				
	B5 I feel inspired to do my best work every day	80	81	80	82	92	80	100		76	73				
	B6 I feel I belong to a team	81	87	88	82	83	80	92		94	100				
	B7 I feel part of the University of Reading	76	81	85	91	79	70	92		88	100				
	B8 I feel valued by the University of Reading	59	64	61	64	50	30	75		71	82				
	B9 I feel valued by my colleagues	88	91	88	82	83	90	83		94	91				
	B10 I feel valued by students / internal customers	85	82	80	70	91	89	92		81	80				
	B11 I feel my job security at the University of Reading is good	70	75	78	80	83	80	100		82	73				
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	89	91	100	100	100		88	73				
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	76	91	75	60	92		76	82				
	C2 I feel fairly paid for the work I do	60	63	67	91	71	50	92		65	64				
	C3 I think my pay adequately reflects my performance	52	54	59	82	63	40	83		53	64				
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	59	73	54	50	67		59	64				
	C5 I am aware of the benefits offered by the University	71	77	74	91	58	40	75		88	82				

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	94	100	96	90	100		94	91				
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	87	100	96	100	92		76	82				
	D1c I have a clear understanding about expected standards of performance	91	92	90	91	96	100	92		71	100				
	D1d I have a clear understanding about expected standards of behaviour	96	97	98	100	96	100	92		100	100				
	D2 I am satisfied with my current role and level of responsibility	76	77	71	82	67	50	75		82	73				
	D3 I am trusted to do my job	93	94	93	91	96	100	92		88	91				
	D4 The division of responsibilities between staff in my work area feels fair	68	72	72	90	79	70	83		75	73				
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	84	82	83	60	100		76	100				
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	84	82	79	60	100		76	91				
	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	36	27	54	60	58		41	9				
	D8 I don't worry about work outside my working hours *	39	47	29	30	52	44	67		24	18				
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	70	60	79	80	75		65	73				
	D10 I have adequate resources to complete my work	67	71	66	36	79	80	83		71	73				
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	60	55	67	50	92		53	82				
Considering Leaving	E1 I don't think about leaving the University *	65	68	60	73	63	50	83		53	82				
	E2 I'm not actively seeking to leave my job here at the University *	82	83	75	82	67	70	75		76	100				

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

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Internal benchmarking for Marketing, Communication & Engagement

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Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	71	64	71	90	58		71	64				
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	43	0	29	33	14		91	43				
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	63	0	40	67	0		70	67				
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	63	0	40	67	0		70	67				
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	67	0	20	33	0		90	67				
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	54	0	40	67	0		50	100				
	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	63	71	42	50	33		100	100				
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	79	73	55	71	50	92		82	82				
	G2 I am satisfied with my current level of learning and development	75	72	49	55	38	20	50		47	73				
	G3 I have received sufficient training to enable me to do my job well	80	81	72	60	63	30	92		82	82				
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	60	50	54	30	75		53	90				

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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	80	82	83	70	92		65	91				
	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	79	73	75	70	75		71	100				
	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	74	80	71	60	83		63	90				
	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	58	55	55	40	60		63	82				
	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	74	60	67	50	75		81	91				
	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	83	82	73	60	82		87	91				

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Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	86	91	83	90	83		76	100				
	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	93	100	79	67	89		92	100				
	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	80	100	61	44	75		85	91				
	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	79	90	63	44	78		85	91				
	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	78	90	74	67	78		77	82				
	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	91	100	72	56	89		92	100				
	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	82	80	61	44	78		83	100				
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	88	91	82	78	83		94	100				
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	97	100	91	89	92		100	100				
	I10 I feel proud to work for the University of Reading	85	89	91	91	91	78	100		94	100				

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Culture and Values (continued)	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	81	73	79	70	92		76	100				
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	90	80	92	90	100		88	100				
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	60	45	63	50	67		53	64				
	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	86	80	100	100	100		67	80				
	I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	85	85	93	80	100	100	100		100	83				
	I16 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function ^	88	88	90	100	87	80	100		89	86				
	I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	92	95	94	100	93	100	100		100	86				
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	84	91	75	60	92		88	82				
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	85	91	75	60	92		82	91				
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	90	100	83	80	92		94	91				
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	86	100	79	70	92		88	82				
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	91	100	83	80	92		88	91				

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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	82	82	78	70	92		82	73				
	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	82	88	80	100		82	82				
	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	94	91	92	90	92		88	100				
	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	94	91	88	80	100		94	100				
	K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	90	90	91	91	92	80	100		82	91				
	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	82	73	78	70	92		82	100				
	K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	80	77	73	83	70	100		71	82				
	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	68	73	65	40	92		59	100				
	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	75	82	75	60	92		71	64				
	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	68	70	61	40	83		75	60				
	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	76	82	63	50	83		82	82				
	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	76	91	79	80	92		65	73				

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

Internal benchmarking for Marketing, Communication & Engagement

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	Total number of respondents	2673	1096	80	11	24	10	12	<10	17	11	<10	<10	<10	<10
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	96	91	92	100	92		100	100				
	L2 I feel safe and secure in my working environment	96	96	95	91	92	100	92		94	100				
	L3 I feel the University is interested in my physical wellbeing	78	83	80	73	70	70	75		88	91				
	L4 I feel the University is interested in my mental wellbeing	68	75	79	64	70	60	83		82	100				
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	67	55	55	30	82		81	90				
	L6 The University provides a satisfying work environment	79	81	74	73	79	70	92		65	91				
	L7 Are you aware of the Employee Assistance Programme?	40	49	33	73	29	40	25		38	27				
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	94	91	92	100	83		94	91				
	M2 I am satisfied with the support I get from my immediate manager	86	86	85	73	88	90	92		88	82				
	M3 I am satisfied with the support I get from my work colleagues	90	91	89	91	87	89	92		94	91				
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	61	55	78	78	83		59	45				
	M5 Relationships at work are not strained *	75	76	82	91	88	90	92		76	100				
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	73	55	79	90	75		71	64				
	M7 I have the right equipment to do my job	83	87	85	73	79	70	92		88	100				
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	59	60	46	50	50		47	100				
	M9 I am able to take regular breaks on most days	69	74	63	55	71	80	58		65	45				
	M10 I have a place I can go to take a break at work	78	76	68	64	58	60	58		76	82				
	M11 I never feel stressed at work *	9	11	3	0	4	10	0		0	0				
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	77	82	83	78	92		65	90				
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	99	91	100	100	100		100	100				
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	10	0	21	30	17		12	9				
	N7 Are you aware of the University's Harassment Advisors?	35	40	24	18	38	20	50		18	27				

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Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	93	88	73	83	80	92		94	91				
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	92	92	82	88	100	83		94	100				
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	95	92	91	92	100	92		94	100				
	O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	94	94	94	91	92	80	100		94	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	80	60	74	60	92		88	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	88	82	83	90	92		100	80				
	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	99	100	96	100	100		100	100				
	O6a The University of Reading respects people equally regardless of their gender	92	93	91	82	88	80	92		88	100				
	O6b The University of Reading respects people equally regardless of their nationality / race	95	96	95	91	88	70	100		100	100				
	O6c The University of Reading respects people equally regardless of their disability status	96	97	97	82	100	100	100		100	100				
	O6d The University of Reading respects people equally regardless of their age	92	93	97	91	96	90	100		100	100				
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	99	97	91	100	100	100		100	100				
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	96	73	100	100	100		100	100				
	O7 I have not felt discriminated against at work in the last 12 months? *	92	94	93	91	88	80	100		100	82				

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	84	100	83	80	92		69	82				
	P1b I receive information in a timely way in regard to wider University issues	76	76	80	100	71	70	75		59	91				
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	87	91	83	80	92		75	100				
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	85	91	71	60	83		81	91				
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	64	55	63	50	75		59	82				
	P4 I know where to find information about important decisions made at the University of Reading	56	60	60	36	50	50	50		65	91				
	P5 On the whole, communication in the University of Reading is effective	60	63	73	73	61	50	73		76	82				
	P6 Communication between senior management and staff is effective	54	58	64	70	48	40	55		71	70				
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	46	70	30	30	27		35	55				
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	73	82	63	50	75		67	90				
	Q2 I feel able to voice my opinions	71	75	80	73	88	80	100		75	91				
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	70	73	67	70	67		69	82				
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	71	82	71	50	92		56	73				
	Q5 I am confident my ideas or suggestions will be listened to	60	65	67	55	59	30	91		67	82				
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	55	60	52	30	80		47	70				
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	60	50	57	40	80		67	64				
	Q8a I feel there is good co-operation between teams in my department	83	83	83	82	79	70	92		82	82				
	Q8b I feel there is good co-operation between different departments	62	64	56	82	46	40	50		41	64				

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Managing Change	R1 The current pace of change in the University of Reading is about right	27	32	39	36	46	30	58		25	55				
	R2 In my opinion the recent PAS changes were well planned	17	20	25	22	25	30	11		27	11				
	R3 In my opinion the recent PAS changes were well explained	25	29	31	33	32	20	44		33	11				
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	50	33	40	30	44		71	56				
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	58	67	53	50	50		71	56				
	R6a Generally, change within my department is managed well	72	70	66	73	71	50	92		71	55				
	R6b Generally, change within the University of Reading is managed well	36	40	41	45	41	60	30		47	36				
	R6c Generally, the process of change does not cause me concern and worry *	49	56	64	70	55	40	73		53	70				
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	22	27	27	20	36		31	0				
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	75	100	68	60	80		67	90				
	R6f Generally, I think things will improve in the next 12 months	61	72	79	100	68	60	80		81	90				
	R7 I feel action will be taken as a result of this survey	54	60	64	90	52	40	64		75	73				

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Comment Themes	**S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to?**														
	Being Treated Fairly / Diversity & Inclusion	4	4	7	22	5	11	0		8	0				
	Communication	10	16	13	11	10	11	11		0	50				
	Facilities / Environment	7	5	5	11	0	0	0		8	0				
	Feeling Valued / Supported	7	6	7	0	15	22	0		8	0				
	Health and Wellbeing	4	5	10	11	15	11	22		0	0				
	Job Satisfaction	1	1	0	0	0	0	0		0	0				
	Job Security	3	1	0	0	0	0	0		0	0				
	Managing Change	3	5	0	0	0	0	0		0	0				
	Management – Immediate / Local	3	2	3	0	0	0	0		0	17				
	Pay & Benefits	9	10	3	0	5	11	0		8	0				
	PAS / Re-organisation	15	11	5	0	5	0	11		0	17				
	Relationships / Co-operation	3	4	5	0	10	0	22		8	0				
	Role & Responsibilities	4	3	2	11	0	0	0		0	0				
	Student / Internal Customer Satisfaction	2	1	0	0	0	0	0		0	0				
	Senior Management	9	9	13	33	0	0	0		17	17				
	Systems / Processes	8	6	8	0	10	11	0		17	0				
	Training, Development & Progression	5	7	13	0	20	22	22		17	0				
	Other	4	4	5	0	5	0	11		8	0				

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Comment Themes (Continued)	**S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to?**														
	Being Treated Fairly / Diversity & Inclusion	6	6	7	22	5	11	0		8	0				
	Communication	1	1	13	11	10	11	11		0	50				
	Facilities / Environment	12	13	5	11	0	0	0		8	0				
	Feeling Valued / Supported	12	12	7	0	15	22	0		8	0				
	Health and Wellbeing	5	5	10	11	15	11	22		0	0				
	Job Satisfaction	14	13	0	0	0	0	0		0	0				
	Job Security	3	3	0	0	0	0	0		0	0				
	Managing Change	0	1	0	0	0	0	0		0	0				
	Management – Immediate / Local	5	4	3	0	0	0	0		0	17				
	Pay & Benefits	4	5	3	0	5	11	0		8	0				
	PAS / Re-organisation	1	1	5	0	5	0	11		0	17				
	Relationships / Co-operation	16	15	5	0	10	0	22		8	0				
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	Student / Internal Customer Satisfaction	3	3	0	0	0	0	0		0	0				
	Senior Management	2	1	13	33	0	0	0		17	17				
	Systems / Processes	1	1	8	0	10	11	0		17	0				
	Training, Development & Progression	6	6	13	0	20	22	22		17	0				
	Other	7	7	5	0	5	0	11		8	0				

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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	☐4	☐3	☐2	☐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:

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

[Total value of responses to question]
[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**.