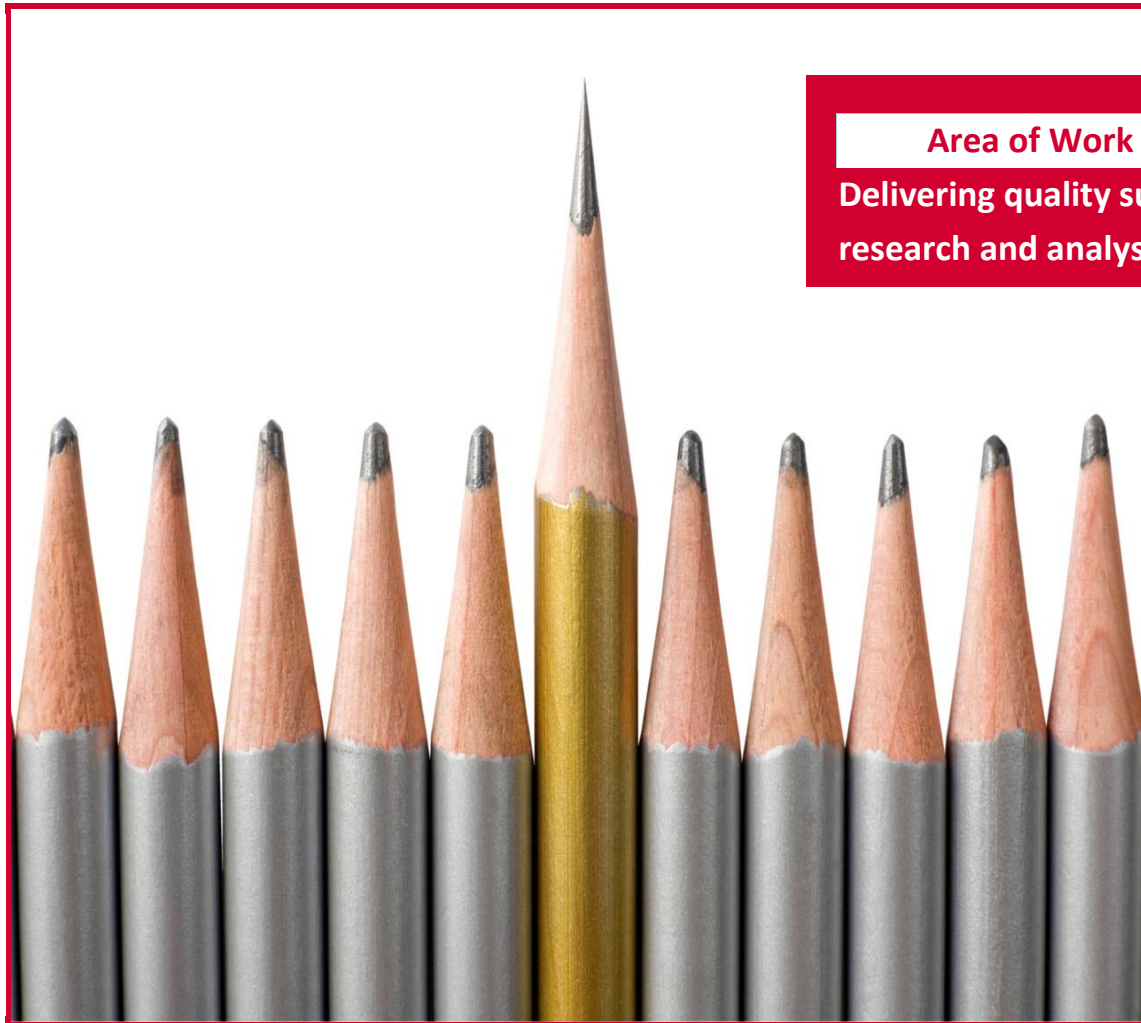


## University of Reading



### Area of Work Report

Delivering quality survey,  
research and analysis solutions.

## Other / not part of a specific area of work

Employee Survey 2017  
Project Number: 8046

May 2017



Delivering outstanding survey  
and research services  
CAPITA SURVEYS AND RESEARCH

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## University of Reading - Other / not part of a specific area of work

### Background

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

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

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

### Response Rate

82 respondents reported their area of work as 'other/not part of a specific area of work'; no response rate is available for this group of staff.

### Presentation of results

This report presents a summary of the results for Other / not part of a specific area of work and referred to as the area of work (AOW) throughout this report.

### Part A: Most positive perceptions

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

### Part B: Least positive perceptions

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

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

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

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

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

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

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

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

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

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

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

**Part G: Internal benchmarking**

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

**Part H: Appendix - User Guide**

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

## Part A - Most positive perceptions for Other / not part of a specific area of work

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

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

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

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

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

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

Most positive perceptions from the area of work		Total number of responses:	82
Question		AOW	%
O6f	The University of Reading respects people equally regardless of their religion or beliefs	100	
N1	I'm not currently being harassed or bullied at work? *	99	
O6e	The University of Reading respects people equally regardless of their sexual orientation	99	
D1d	I have a clear understanding about expected standards of behaviour	96	
F4	Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	96	
L2	I feel safe and secure in my working environment	96	
O6c	The University of Reading respects people equally regardless of their disability status	96	
I9	I feel my Department / School / Function delivers good quality service to students / internal customers	95	
M1	I can decide on my own how to go about doing my work	95	
O6b	The University of Reading respects people equally regardless of their nationality / race	95	
O7	I have not felt discriminated against at work in the last 12 months? *	95	
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 ^	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	
L1	I am satisfied that my personal safety is treated seriously at work	94	
O2	I am aware of the University's priorities for Diversity and Inclusion	94	
O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	94	
O5b	In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	94	

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

## Part B - Least positive perceptions and areas identified for improvement for Other / not part of a specific area of work

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

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

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

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

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

### Areas for improvement from the area of work

Total number of responses: 82

Question	AOW %
M11 I never feel stressed at work *	17
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	27
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	29
R2 In my opinion the recent PAS changes were well planned	31
R1 The current pace of change in the University of Reading is about right	32
L7 Are you aware of the Employee Assistance Programme?	34
N7 Are you aware of the University's Harassment Advisors?	34
R3 In my opinion the recent PAS changes were well explained	35
D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *	41
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	45
R5 In my opinion other recent changes (not PAS) have been well explained	45
R4 In my opinion other recent changes (not PAS) have been well planned	48

## 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'.

## Part C - Strength report by section for Other / not part of a specific area of work compared to UoR




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

- **Green** indicates a score of 75% or above and is a strength.
- **Amber** indicates a score of between 51% and 74% and is an opportunity for improvement.
- **Red** indicates a score of 50% or less and is an area for improvement.

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

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

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

	75% or higher = Strength	Positive difference:	<b>98</b>
	51% - 74% = Opportunity for improvement	No difference:	<b>13</b>
	50% or lower = Needs improvement	Negative difference:	<b>43</b>

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
Section A: Work-Life Balance				
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	88	82	6	
A1 The University of Reading provides good support to help me balance my work and personal commitments	80	74	6	
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	79	77	2	
A2 I feel I have a good work-life balance	77	70	7	
A5 I am able to take advantage of flexible working on an informal basis	75	80	-5	
Section B: Job Satisfaction				
B2 Generally, I enjoy my work	91	92	-1	
B9 I feel valued by my colleagues	91	88	3	
B1 The University of Reading is a good place to work	90	87	3	
B3 My work is varied and interesting to me	89	91	-2	
B6 I feel I belong to a team	89	81	8	
B4 My work gives me a sense of personal achievement	87	86	1	
B5 I feel inspired to do my best work every day	87	80	7	
B12 I'm interested in the University of Reading, to me it's not just a job *	84	91	-7	
B10 I feel valued by students / internal customers	83	85	-2	
B7 I feel part of the University of Reading	73	76	-3	
B11 I feel my job security at the University of Reading is good	73	70	3	

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

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

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

Positive difference:	<span style="color: green;">98</span>
No difference:	<span style="color: grey;">13</span>
Negative difference:	<span style="color: red;">43</span>

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
Section B: Job Satisfaction				
B8 I feel valued by the University of Reading	64	59	5	
Section C: Pay and Benefits				
C1 Overall, I feel the University of Reading offers a good pay and benefits package	70	68	2	
C2 I feel fairly paid for the work I do	70	60	10	
C5 I am aware of the benefits offered by the University	69	71	-2	
C4 I am aware of the University’s arrangements for recognising and rewarding good performance	63	69	-6	
C3 I think my pay adequately reflects my performance	57	52	5	
Section D: Your Role				
D1d I have a clear understanding about expected standards of behaviour	96	96	0	
D3 I am trusted to do my job	93	93	0	
D1a I have a clear understanding about my role within the University of Reading	90	90	0	
D1c I have a clear understanding about expected standards of performance	89	91	-2	
D1b I have a clear understanding about what I am expected to achieve in my job	89	89	0	
D6 People are willing to help each other even if it means doing something outside their usual activities	86	82	4	
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	83	77	6	
D2 I am satisfied with my current role and level of responsibility	78	76	2	
D10 I have adequate resources to complete my work	75	67	8	
D4 The division of responsibilities between staff in my work area feels fair	74	68	6	
D9 I don't find my current workload too much and I am not struggling to cope *	70	61	9	
D11 I don't feel priorities are changed too frequently for me to work efficiently *	68	63	5	
D8 I don't worry about work outside my working hours *	52	39	13	
D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *	41	33	8	
Section E: Considering Leaving				
E2 I'm not actively seeking to leave my job here at the University *	84	82	2	
E1 I don't think about leaving the University *	73	65	8	
Section F: Performance Development Review (PDR)				
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	96	85	11	
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	86	75	11	
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	82	74	8	
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.

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

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<span style="color: orange;">■</span>	51% - 74% = Opportunity for improvement
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Positive difference:	98
No difference:	13
Negative difference:	43

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
Section F: Performance Development Review (PDR)				
F3 Was your Performance Development Review (PDR) useful for you? ^	62	68	-6	
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	55	64	-9	
Section G: Learning and Development				
G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	77	0	
G3 I have received sufficient training to enable me to do my job well	76	80	-4	
G1 I feel that I am given the same opportunities to develop as other staff	73	78	-5	
G2 I am satisfied with my current level of learning and development	70	75	-5	
Section H: University Executive Board (UEB)				
H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	78	76	2	
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	78	69	9	
H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers	78	69	9	
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	77	61	16	
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	75	69	6	
H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	57	43	14	
Section I: Culture and Values				
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	95	92	3	
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	
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 ^	94	88	6	
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 ^	91	85	6	
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 ^	91	76	15	
I12 Would you recommend the University of Reading to a friend as a place to study?	89	89	0	
I8 I feel the University of Reading delivers good quality service to students / internal customers	89	83	6	
I10 I feel proud to work for the University of Reading	83	85	-2	
I11 Would you recommend the University of Reading to a friend as a place to work?	83	81	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
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- 50% or lower = Needs improvement

Positive difference: **98**  
 No difference: **13**  
 Negative difference: **43**

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
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'	67	64	3	
I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^	66	69	-3	
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	65	70	-5	
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	64	63	1	
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 ^	62	81	-19	
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 ^	53	64	-11	
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 ^	52	63	-11	
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 ^	51	64	-13	
Section J: Your School or Function Leadership				
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	87	85	2	
J1 My School / Function Leadership Team manage and lead our School / Function well	83	83	0	
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	82	81	1	
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	78	76	2	
J4 My School / Function Leadership Team listen to and respond to the views of staff	76	75	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	91	93	-2	
K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	90	90	0	
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	89	88	1	
K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	89	84	5	
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	88	79	9	
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	86	0	

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

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

<span style="color: green;">■</span>	75% or higher = Strength
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<span style="color: red;">■</span>	50% or lower = Needs improvement

Positive difference:	<span style="color: green;">98</span>
No difference:	<span style="color: grey;">13</span>
Negative difference:	<span style="color: red;">43</span>

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
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	86	81	5	
K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	85	81	4	
K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	84	79	5	
K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	81	74	7	
K10 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively	79	72	7	
Section L: Health, Safety and Wellbeing				
L2 I feel safe and secure in my working environment	96	96	0	
L1 I am satisfied that my personal safety is treated seriously at work	94	95	-1	
L3 I feel the University is interested in my physical wellbeing	86	78	8	
L6 The University provides a satisfying work environment	78	79	-1	
L4 I feel the University is interested in my mental wellbeing	71	68	3	
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	68	62	6	
L7 Are you aware of the Employee Assistance Programme?	34	40	-6	
Section M: Working at the University				
M1 I can decide on my own how to go about doing my work	95	93	2	
M3 I am satisfied with the support I get from my work colleagues	90	90	0	
M2 I am satisfied with the support I get from my immediate manager	87	86	1	
M7 I have the right equipment to do my job	85	83	2	
M10 I have a place I can go to take a break at work	79	78	1	
M12 Overall, I don't feel unduly stressed at work * ^	73	69	4	
M6 I am able to handle all the conflicting demands on my time at work *	70	66	4	
M5 Relationships at work are not strained *	69	75	-6	
M9 I am able to take regular breaks on most days	65	69	-4	
M4 There are usually sufficient people in the team I am working in to handle our workload	65	61	4	
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 *	17	9	8	
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?	34	35	-1	

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

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

<span style="color: green;">■</span>	75% or higher = Strength
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Positive difference:	98
No difference:	13
Negative difference:	43

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
Section N: Harassment and Bullying				
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	29	23	6	
Section O: Diversity and Inclusion				
O6f The University of Reading respects people equally regardless of their religion or beliefs	100	98	2	
O6e The University of Reading respects people equally regardless of their sexual orientation	99	98	1	
O6c The University of Reading respects people equally regardless of their disability status	96	96	0	
O6b The University of Reading respects people equally regardless of their nationality / race	95	95	0	
O7 I have not felt discriminated against at work in the last 12 months? *	95	92	3	
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 *	94	96	-2	
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	94	95	-1	
O2 I am aware of the University's priorities for Diversity and Inclusion	94	91	3	
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	93	94	-1	
O6a The University of Reading respects people equally regardless of their gender	90	92	-2	
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	90	91	-1	
O6d The University of Reading respects people equally regardless of their age	89	92	-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	83	82	1	
Section P: Communication				
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	83	89	-6	
P2b The information I receive is straightforward and I understand it in regard to wider University issues	81	80	1	
P1b I receive information in a timely way in regard to wider University issues	81	76	5	
P1a I receive information in a timely way in regard to local issues in my area of work	79	81	-2	
P5 On the whole, communication in the University of Reading is effective	69	60	9	
P6 Communication between senior management and staff is effective	61	54	7	
P3 There are opportunities for me to feed my views upwards in the University of Reading	60	57	3	
P4 I know where to find information about important decisions made at the University of Reading	58	56	2	
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	45	42	3	

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

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

<span style="background-color: green; width: 15px; height: 15px; display: inline-block;"></span>	75% or higher = Strength
<span style="background-color: yellow; width: 15px; height: 15px; display: inline-block;"></span>	51% - 74% = Opportunity for improvement
<span style="background-color: red; width: 15px; height: 15px; display: inline-block;"></span>	50% or lower = Needs improvement

Positive difference:	<span style="background-color: green; width: 15px; height: 15px; display: inline-block;"></span> 98
No difference:	<span style="background-color: grey; width: 15px; height: 15px; display: inline-block;"></span> 13
Negative difference:	<span style="background-color: red; width: 15px; height: 15px; display: inline-block;"></span> 43

Total number of responses:		82	2673	
Question	AOW %	UoR %	+/-	
Section Q: Staff Involvement				
Q8a I feel there is good co-operation between teams in my department	88	83	5	
Q4 I am personally encouraged to look for ways to improve the way we do things	66	69	-3	
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	63	72	-9	
Q8b I feel there is good co-operation between different departments	63	62	1	
Q2 I feel able to voice my opinions	61	71	-10	
Q5 I am confident my ideas or suggestions will be listened to	59	60	-1	
Q1 I feel there are adequate opportunities to raise points of concern	58	64	-6	
Q6 I feel the University genuinely listens to staff views during consultations	56	43	13	
Q7 I am confident I will get feedback on my ideas or suggestions	55	51	4	
Section R: Managing Change				
R6f Generally, I think things will improve in the next 12 months	68	61	7	
R6a Generally, change within my department is managed well	67	72	-5	
R6c Generally, the process of change does not cause me concern and worry *	66	49	17	
R7 I feel action will be taken as a result of this survey	62	54	8	
R6e Generally, I have seen some positive changes in the last 12 months	60	55	5	
R6b Generally, change within the University of Reading is managed well	52	36	16	
R4 In my opinion other recent changes (not PAS) have been well planned	48	38	10	
R5 In my opinion other recent changes (not PAS) have been well explained	45	39	6	
R3 In my opinion the recent PAS changes were well explained	35	25	10	
R1 The current pace of change in the University of Reading is about right	32	27	5	
R2 In my opinion the recent PAS changes were well planned	31	17	14	
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	27	18	9	

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

## Part D - Frequency Charts for Other / not part of a specific area of work

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 Other / not part of a specific area of work

### Section A: Work-Life Balance

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



Total  
Responses:  
82

Positive %:  
80

A2 I feel I have a good work-life balance



Total  
Responses:  
82

Positive %:  
77

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 %:  
79

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



Total  
Responses:  
82

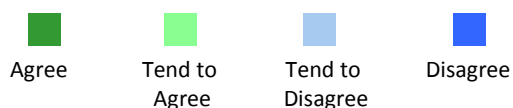
Positive %:  
88

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



Total  
Responses:  
80

Positive %:  
75



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section B: Job Satisfaction

B1 The University of Reading is a good place to work



Total  
Responses:  
81

Positive %:  
90

B2 Generally, I enjoy my work



Total  
Responses:  
82

Positive %:  
91

B3 My work is varied and interesting to me



Total  
Responses:  
82

Positive %:  
89

B4 My work gives me a sense of personal achievement



Total  
Responses:  
82

Positive %:  
87

B5 I feel inspired to do my best work every day



Total  
Responses:  
82

Positive %:  
87

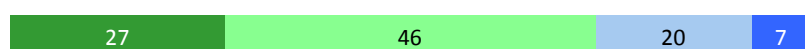
B6 I feel I belong to a team



Total  
Responses:  
81

Positive %:  
89

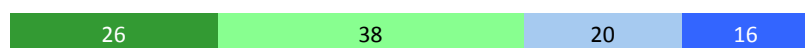
B7 I feel part of the University of Reading



Total  
Responses:  
82

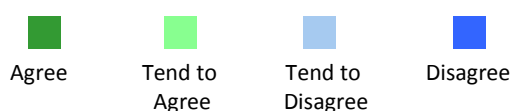
Positive %:  
73

B8 I feel valued by the University of Reading



Total  
Responses:  
81

Positive %:  
64



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section B: Job Satisfaction

B9 I feel valued by my colleagues



Total  
Responses:  
82

Positive %:  
91

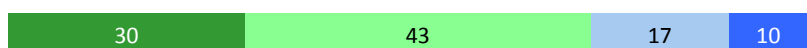
B10 I feel valued by students / internal customers



Total  
Responses:  
80





Positive %:  
83

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



Total  
Responses:  
81

Positive %:  
73





 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:  
80

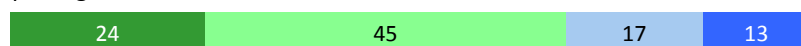
Positive %:  
84

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section C: Pay and Benefits

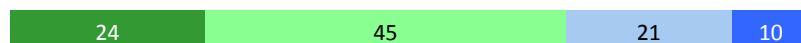
C1 Overall, I feel the University of Reading offers a good pay and benefits package



Total  
Responses:  
82

Positive %:  
70

C2 I feel fairly paid for the work I do



Total  
Responses:  
82

Positive %:  
70

C3 I think my pay adequately reflects my performance



Total  
Responses:  
81

Positive %:  
57

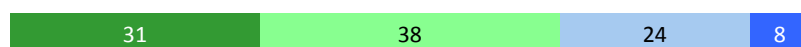
C4 I am aware of the University's arrangements for recognising and rewarding good performance



Total  
Responses:  
81

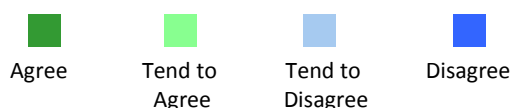
Positive %:  
63

C5 I am aware of the benefits offered by the University



Total  
Responses:  
80

Positive %:  
69



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section D: Your Role

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



Total  
Responses:  
80

Positive %:  
90

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



Total  
Responses:  
81

Positive %:  
89

D1c I have a clear understanding about expected standards of performance



Total  
Responses:  
81

Positive %:  
89

D1d I have a clear understanding about expected standards of behaviour



Total  
Responses:  
81

Positive %:  
96

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



Total  
Responses:  
82

Positive %:  
78

D3 I am trusted to do my job



Total  
Responses:  
82





Positive %:  
93

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



Total  
Responses:  
82

Positive %:  
74

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section D: Your Role

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



Total  
Responses:  
78





Positive %:  
83

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



Total  
Responses:  
81

Positive %:  
86

 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

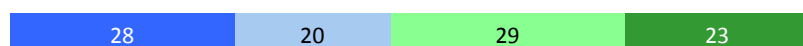
D7 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload



Total  
Responses:  
81

Positive %:  
41

D8 I often worry about work outside my working hours



Total  
Responses:  
82





Positive %:  
52

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



Total  
Responses:  
80

Positive %:  
70





 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

D10 I have adequate resources to complete my work

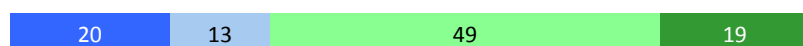


Total  
Responses:  
81

Positive %:  
75





 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 %:  
68

 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

Part D - Frequency Charts for Other / not part of a specific area of work

Section E: Considering Leaving

E1 I often think about leaving the University

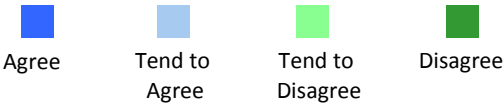


Total Responses: 81  
Positive %: 73

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



Total Responses: 80  
Positive %: 84



## Part D - Frequency Charts for Other / not part of a specific area of work

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

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



Total  
Responses:  
82

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



Total  
Responses:  
59

Positive %:  
86

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

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



Total  
Responses:  
50

Positive %:  
62

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

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



Total  
Responses:  
49

Positive %:  
96

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

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



Total  
Responses:  
49

Positive %:  
55

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

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



Total  
Responses:  
49

Positive %:  
82

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

 Yes

 No

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



Total  
Responses:  
8

Positive %:  
63

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

 Yes

 No

 Not Sure

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section G: Learning and Development

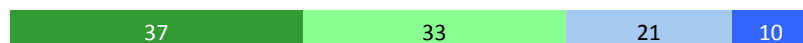
G1 I feel that I am given the same opportunities to develop as other staff



Total  
Responses:  
81

Positive %:  
73

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



Total  
Responses:  
82

Positive %:  
70

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



Total  
Responses:  
82

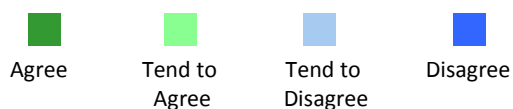
Positive %:  
76

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



Total  
Responses:  
81

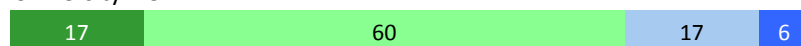
Positive %:  
77



## Part D - Frequency Charts for Other / not part of a specific area of work

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

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



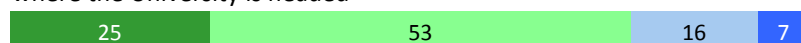
Total  
Responses:

Positive %:

78

77

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



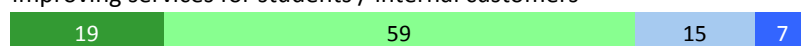
Total  
Responses:

Positive %:

76

78

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



Total  
Responses:

Positive %:

73

78

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



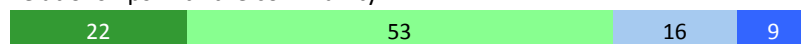
Total  
Responses:

Positive %:

77

57

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



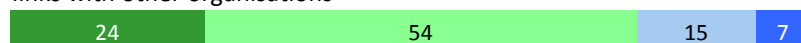
Total  
Responses:

Positive %:

77

75

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

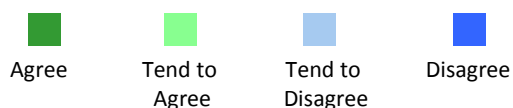


Total  
Responses:

Positive %:

74

78



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section I: Culture and Values

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



 A Lot
  A Little
  Nothing

Total  
Responses:  
81

Positive %:  
65

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



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

Total  
Responses:  
50

Positive %:  
62

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:  
49

Positive %:  
53

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

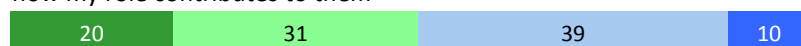


(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

Total  
Responses:  
50

Positive %:  
52

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:  
49

Positive %:  
51





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:  
47

Positive %:  
66

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section I: Culture and Values

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



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

Total Responses:	Positive %:
42	67

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



Total Responses:	Positive %:
79	89

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



Total Responses:	Positive %:
81	95

I10 I feel proud to work for the University of Reading



Total Responses:	Positive %:
81	83

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







Total Responses:	Positive %:
81	83

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



Total Responses:	Positive %:
81	89

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



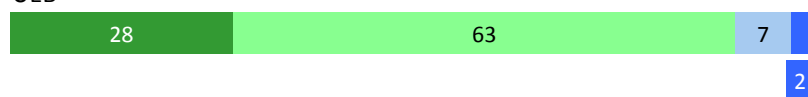
Total Responses:	Positive %:
81	64

 Yes
  No

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section I: Culture and Values

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



Total  
Responses:

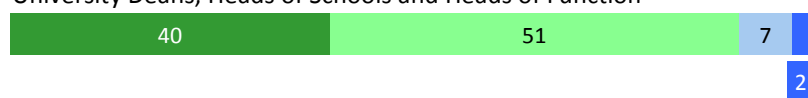
43

Positive %:

91

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

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



Total  
Responses:

45

Positive %:

91

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

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



Total  
Responses:

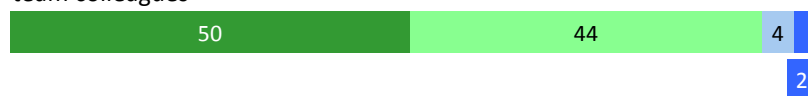
48

Positive %:

94

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

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



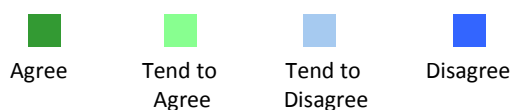
Total  
Responses:

50

Positive %:

94

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



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section J: Your School or Function Leadership

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



Total  
Responses:  
78

Positive %:  
83

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



Total  
Responses:  
77

Positive %:  
78

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



Total  
Responses:  
77

Positive %:  
87

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



Total  
Responses:  
78

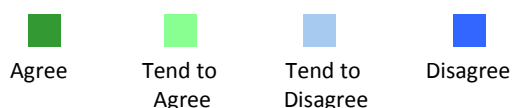
Positive %:  
76

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



Total  
Responses:  
78

Positive %:  
82



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section K: Your Manager / Supervisor



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section K: Your Manager / Supervisor

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



Total  
Responses:

82

Positive %:

85

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



Total  
Responses:

75

Positive %:

79

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



Total  
Responses:

79

Positive %:

86

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

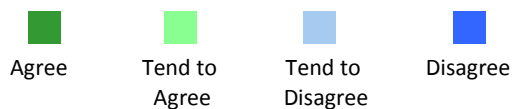


Total  
Responses:

81

Positive %:

84



## Part D - Frequency Charts for Other / not part of a specific area of work

### Section L: Health, Safety and Wellbeing

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



Total  
Responses:  
81

Positive %:  
94

L2 I feel safe and secure in my working environment



Total  
Responses:  
81

Positive %:  
96

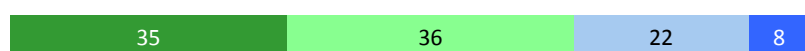
L3 I feel the University is interested in my physical wellbeing



Total  
Responses:  
78

Positive %:  
86

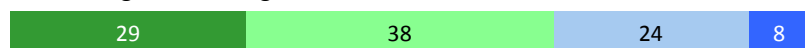
L4 I feel the University is interested in my mental wellbeing



Total  
Responses:  
78

Positive %:  
71

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



Total  
Responses:  
78





Positive %:  
68

L6 The University provides a satisfying work environment



Total  
Responses:  
79

Positive %:  
78

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

L7 Are you aware of the Employee Assistance Programme?



Total  
Responses:  
80

Positive %:  
34

 Yes
  No

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section M: Working at the University

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



Total  
Responses:  
82

Positive %:  
95

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



Total  
Responses:  
82

Positive %:  
87

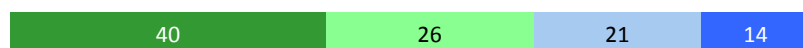
M3 I am satisfied with the support I get from my work colleagues



Total  
Responses:  
81





Positive %:  
90

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



Total  
Responses:  
81

Positive %:  
65

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

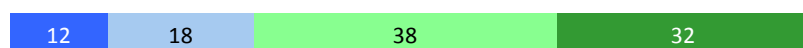
M5 Relationships at work are strained



Total  
Responses:  
80





Positive %:  
69

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



Total  
Responses:  
82

Positive %:  
70





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

M7 I have the right equipment to do my job



Total  
Responses:  
81

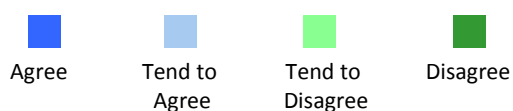
Positive %:  
85

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section M: Working at the University

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



Total  
Responses:  
80

Positive %:  
59

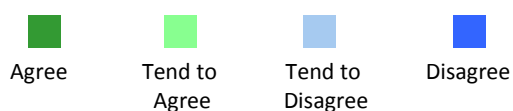
M9 I am able to take regular breaks on most days



Total  
Responses:  
80

Positive %:  
65

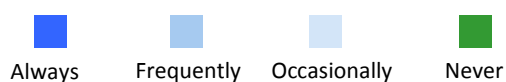
M10 I have a place I can go to take a break at work



Total  
Responses:  
80

Positive %:  
79

M11 I feel stressed at work



Total  
Responses:  
81

Positive %:  
17

M12 Overall, I feel unduly stressed at work



Total  
Responses:  
66

Positive %:  
73

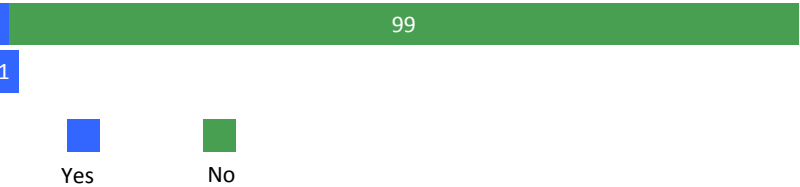
(based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to M11)



Part D - Frequency Charts for Other / not part of a specific area of work

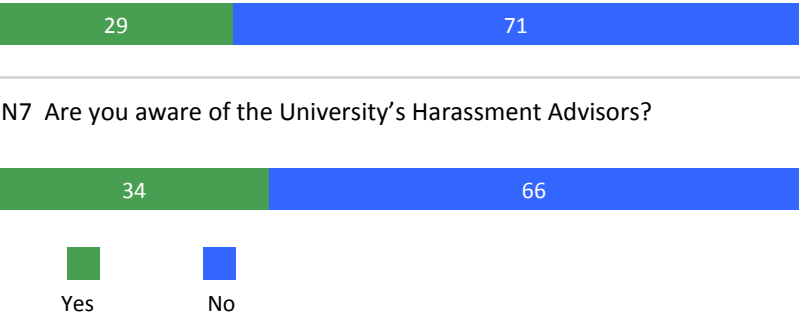
Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?



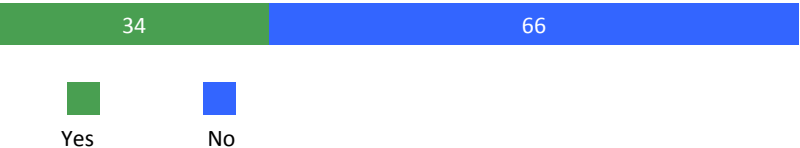
Total Responses: 82  
Positive %: 99

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



Total Responses: 82  
Positive %: 29

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



Total Responses: 80  
Positive %: 34

## Part D - Frequency Charts for Other / not part of a specific area of work

### 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:  
79

Positive %:  
90

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



Total  
Responses:  
79

Positive %:  
94

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



Total  
Responses:  
79

Positive %:  
94

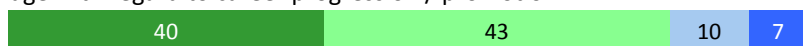
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment



Total  
Responses:  
81





Positive %:  
93

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:  
81

Positive %:  
83

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

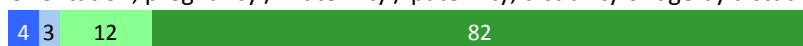
O5a In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff



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:  
78

Positive %:  
94

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section O: Diversity and Inclusion

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



Total  
Responses:  
80

Positive %:  
90

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



Total  
Responses:  
79

Positive %:  
95

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



Total  
Responses:  
80

Positive %:  
96

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



Total  
Responses:  
80

Positive %:  
89

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



Total  
Responses:  
79





Positive %:  
99

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



Total  
Responses:  
78

Positive %:  
100

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total  
Responses:  
82

Positive %:  
95

 Yes
  No

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section P: Communication

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



Total  
Responses:  
80

Positive %:  
79

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



Total  
Responses:  
79

Positive %:  
81

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



Total  
Responses:  
80

Positive %:  
83

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



Total  
Responses:  
80

Positive %:  
81

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



Total  
Responses:  
77

Positive %:  
60

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



Total  
Responses:  
77

Positive %:  
58

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



Total  
Responses:  
77

Positive %:  
69

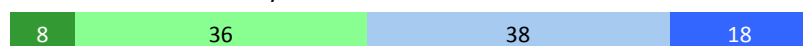
P6 Communication between senior management and staff is effective



Total  
Responses:  
74

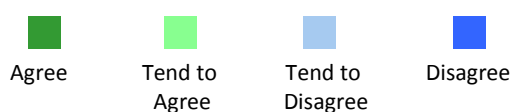
Positive %:  
61

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



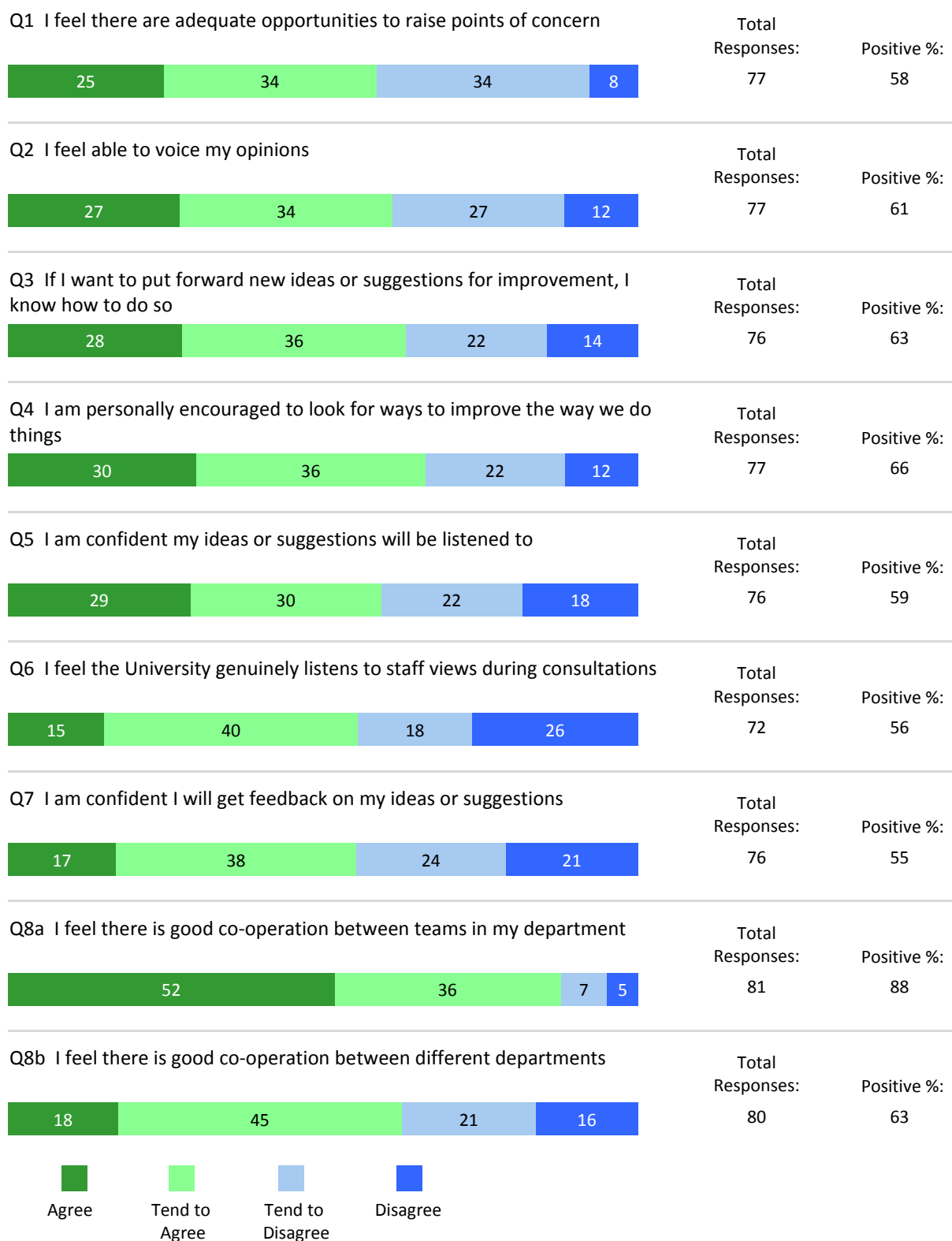
Total  
Responses:  
74

Positive %:  
45



## Part D - Frequency Charts for Other / not part of a specific area of work

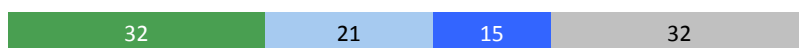
### Section Q: Staff Involvement







## Part D - Frequency Charts for Other / not part of a specific area of work

### Section R: Managing Change

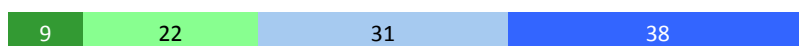
R1 The current pace of change in the University of Reading is about right



 About Right
  Too Fast
  Too Slow
  No Opinion

Total Responses: 81  
 Positive %: 32

R2 In my opinion the recent PAS changes were well planned



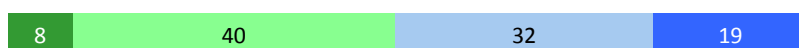
Total Responses: 64  
 Positive %: 31

R3 In my opinion the recent PAS changes were well explained



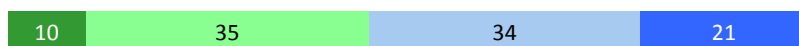
Total Responses: 65  
 Positive %: 35

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



Total Responses: 62  
 Positive %: 48

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



Total Responses: 62  
 Positive %: 45

R6a Generally, change within my department is managed well







Total Responses: 75  
 Positive %: 67

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



Total Responses: 71  
 Positive %: 52

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

## Part D - Frequency Charts for Other / not part of a specific area of work

### Section R: Managing Change

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



Total  
Responses:  
76

Positive %:  
66

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



Total  
Responses:  
71

Positive %:  
27





 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

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



Total  
Responses:  
67

Positive %:  
60

 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

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



Total  
Responses:  
68





Positive %:  
68

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



Total  
Responses:  
76

Positive %:  
62

 Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

## Part E - Comment Themes for Other / not part of a specific area of work

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

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

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

## Part F - Survey Results Ranked By Degree of Importance to Respondents for Other / not part of a specific area of work

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	R6d	Generally, more could be done to help staff prepare for and cope with change	71	2.01
2	R2	In my opinion the recent PAS changes were well planned	64	2.03
3	R3	In my opinion the recent PAS changes were well explained	65	2.11
4	D7	I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	81	2.15
5	R5	In my opinion other recent changes (not PAS) have been well explained	62	2.34
6	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	74	2.35
7	R4	In my opinion other recent changes (not PAS) have been well planned	62	2.37
8	R6b	Generally, change within the University of Reading is managed well	71	2.38
9	Q6	I feel the University genuinely listens to staff views during consultations	72	2.44
10	D8	I often worry about work outside my working hours	82	2.48
11	Q7	I am confident I will get feedback on my ideas or suggestions	76	2.51
12	R6e	Generally, I have seen some positive changes in the last 12 months	67	2.54
13	H4	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	77	2.56
14	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	50	2.56
15	M8	I am required to do unimportant tasks which prevent me completing more important ones	80	2.58
16	P3	There are opportunities for me to feed my views upwards in the University of Reading	77	2.58
17	P4	I know where to find information about important decisions made at the University of Reading	77	2.58
18	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	49	2.61
19	I5	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them	49	2.61
20	C3	I think my pay adequately reflects my performance	81	2.63
21	R7	I feel action will be taken as a result of this survey	76	2.63
22	Q8b	I feel there is good co-operation between different departments	80	2.64

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
23	P6	Communication between senior management and staff is effective	74	2.66
24	D11	I feel priorities are changed too frequently for me to work efficiently	80	2.66
25	R6f	Generally, I think things will improve in the next 12 months	68	2.68
26	Q5	I am confident my ideas or suggestions will be listened to	76	2.70
27	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	50	2.70
28	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	42	2.71
29	P5	On the whole, communication in the University of Reading is effective	77	2.73
30	R6c	Generally, the process of change causes me concern and worry	76	2.74
31	B8	I feel valued by the University of Reading	81	2.74
32	Q1	I feel there are adequate opportunities to raise points of concern	77	2.75
33	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	76	2.76
34	Q2	I feel able to voice my opinions	77	2.77
35	I6	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support	47	2.79
36	C1	Overall, I feel the University of Reading offers a good pay and benefits package	82	2.80
37	C4	I am aware of the University's arrangements for recognising and rewarding good performance	81	2.81
38	C2	I feel fairly paid for the work I do	82	2.84
39	Q4	I am personally encouraged to look for ways to improve the way we do things	77	2.84
40	R6a	Generally, change within my department is managed well	75	2.85
41	M9	I am able to take regular breaks on most days	80	2.86
42	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	78	2.87
43	D9	I find my current workload too much and I am struggling to cope	80	2.88
44	H5	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community	77	2.88
45	M6	I am unable to handle all the conflicting demands on my time at work	82	2.89
46	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	78	2.90
47	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	73	2.90
48	M4	There are usually sufficient people in the team I am working in to handle our workload	81	2.91
49	C5	I am aware of the benefits offered by the University	80	2.93
50	B11	I feel my job security at the University of Reading is good	81	2.93
51	B7	I feel part of the University of Reading	82	2.93
52	H6	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	74	2.96
53	H2	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed	76	2.96

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
54	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	81	2.96
55	G2	I am satisfied with my current level of learning and development	82	2.96
56	L4	I feel the University is interested in my mental wellbeing	78	2.97
57	D10	I have adequate resources to complete my work	81	2.98
58	J4	My School / Function Leadership Team listen to and respond to the views of staff	78	3.00
59	M5	Relationships at work are strained	80	3.01
60	G3	I have received sufficient training to enable me to do my job well	82	3.02
61	A5	I am able to take advantage of flexible working on an informal basis	80	3.03
62	A2	I feel I have a good work-life balance	82	3.06
63	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	77	3.06
64	G1	I feel that I am given the same opportunities to develop as other staff	81	3.07
65	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	80	3.08
66	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	80	3.08
67	P1b	I receive information in a timely way in regard to wider University issues	79	3.08
68	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	75	3.08
69	D4	The division of responsibilities between staff in my work area feels fair	82	3.09
70	E1	I often think about leaving the University	81	3.09
71	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	78	3.09
72	P1a	I receive information in a timely way in regard to local issues in my area of work	80	3.11
73	D2	I am satisfied with my current role and level of responsibility	82	3.12
74	I8	I feel the University of Reading delivers good quality service to students / internal customers	79	3.14
75	B5	I feel inspired to do my best work every day	82	3.15
76	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	81	3.15
77	L6	The University provides a satisfying work environment	79	3.15
78	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	43	3.16
79	I11	Would you recommend the University of Reading to a friend as a place to work?	81	3.17
80	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	78	3.18
81	A1	The University of Reading provides good support to help me balance my work and personal commitments	82	3.18
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	78	3.21
83	L3	I feel the University is interested in my physical wellbeing	78	3.21
84	M7	I have the right equipment to do my job	81	3.21
85	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	80	3.21
86	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	77	3.22

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
87	I10	I feel proud to work for the University of Reading	81	3.22
88	M10	I have a place I can go to take a break at work	80	3.23
89	J1	My School / Function Leadership Team manage and lead our School / Function well	78	3.24
90	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	82	3.24
91	B12	I'm not interested in the University of Reading, to me it's just a job	80	3.25
92	B10	I feel valued by students / internal customers	80	3.26
93	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	45	3.29
94	K11	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	79	3.32
95	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	81	3.32
96	D6	People are willing to help each other even if it means doing something outside their usual activities	81	3.35
97	I12	Would you recommend the University of Reading to a friend as a place to study?	81	3.35
98	Q8a	I feel there is good co-operation between teams in my department	81	3.35
99	B9	I feel valued by my colleagues	82	3.35
100	B4	My work gives me a sense of personal achievement	82	3.37
101	K7	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	80	3.38
102	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	82	3.38
103	M2	I am satisfied with the support I get from my immediate manager	82	3.38
104	E2	I am actively seeking to leave my job here at the University	80	3.39
105	B6	I feel I belong to a team	81	3.40
106	D1b	I have a clear understanding about what I am expected to achieve in my job	81	3.40
107	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	79	3.41
108	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	79	3.41
109	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	81	3.41
110	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	3.42
111	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	50	3.42
112	O2	I am aware of the University's priorities for Diversity and Inclusion	79	3.43
113	B1	The University of Reading is a good place to work	81	3.43
114	D1c	I have a clear understanding about expected standards of performance	81	3.43
115	K6	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	81	3.43

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
116	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	81	3.43
117	D1a	I have a clear understanding about my role within the University of Reading	80	3.46
118	M3	I am satisfied with the support I get from my work colleagues	81	3.47
119	O6a	The University of Reading respects people equally regardless of their gender	80	3.49
120	B3	My work is varied and interesting to me	82	3.49
121	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	82	3.50
122	M1	I can decide on my own how to go about doing my work	82	3.50
123	O6d	The University of Reading respects people equally regardless of their age	80	3.51
124	B2	Generally, I enjoy my work	82	3.54
125	K5	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	82	3.55
126	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	81	3.56
127	D3	I am trusted to do my job	82	3.57
128	L1	I am satisfied that my personal safety is treated seriously at work	81	3.58
129	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	3.59
130	O6b	The University of Reading respects people equally regardless of their nationality / race	79	3.59
131	D1d	I have a clear understanding about expected standards of behaviour	81	3.62
132	O6c	The University of Reading respects people equally regardless of their disability status	80	3.63
133	L2	I feel safe and secure in my working environment	81	3.64
134	K4	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis	81	3.65
135	O6e	The University of Reading respects people equally regardless of their sexual orientation	79	3.67
136	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	82	3.71
137	O5b	In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student	78	3.72
138	O6f	The University of Reading respects people equally regardless of their religion or beliefs	78	3.72
			<u>Average:</u>	<u>3.06</u>

## Part G - Internal benchmarking for Other / not part of a specific area of work

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 Other / not part of a specific area of work

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

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

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

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

		Total Reds	18	16	12
		Total Greens	84	92	89
		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	80	
	A2 I feel I have a good work-life balance	70	81	77	
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	79	
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	88	
	A5 I am able to take advantage of flexible working on an informal basis	80	78	75	
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	90	
	B2 Generally, I enjoy my work	92	92	91	
	B3 My work is varied and interesting to me	91	90	89	
	B4 My work gives me a sense of personal achievement	86	85	87	
	B5 I feel inspired to do my best work every day	80	81	87	
	B6 I feel I belong to a team	81	87	89	
	B7 I feel part of the University of Reading	76	81	73	
	B8 I feel valued by the University of Reading	59	64	64	
	B9 I feel valued by my colleagues	88	91	91	
	B10 I feel valued by students / internal customers	85	82	83	
	B11 I feel my job security at the University of Reading is good	70	75	73	
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	84	
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	70	
	C2 I feel fairly paid for the work I do	60	63	70	
	C3 I think my pay adequately reflects my performance	52	54	57	
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	63	
	C5 I am aware of the benefits offered by the University	71	77	69	

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

## Internal benchmarking for Other / not part of a specific area of work

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

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		Total Reds	18	16	12
		Total Greens	84	92	89
		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	90	
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	89	
	D1c I have a clear understanding about expected standards of performance	91	92	89	
	D1d I have a clear understanding about expected standards of behaviour	96	97	96	
	D2 I am satisfied with my current role and level of responsibility	76	77	78	
	D3 I am trusted to do my job	93	94	93	
	D4 The division of responsibilities between staff in my work area feels fair	68	72	74	
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	83	
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	86	
	D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *	33	41	41	
	D8 I don't worry about work outside my working hours *	39	47	52	
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	70	
	D10 I have adequate resources to complete my work	67	71	75	
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	68	
Considering Leaving	E1 I don't think about leaving the University *	65	68	73	
	E2 I'm not actively seeking to leave my job here at the University *	82	83	84	
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	77	
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	86	
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	62	
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	96	
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	55	
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	82	
	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	

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

## Internal benchmarking for Other / not part of a specific area of work

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

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

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

		Total Reds	18	16	12
		Total Greens	84	92	89
		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	79	73	
	G2 I am satisfied with my current level of learning and development	75	72	70	
	G3 I have received sufficient training to enable me to do my job well	80	81	76	
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	77	
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	77	
	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	78	
	H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers	69	73	78	
	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	57	
	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	75	
	H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	76	81	78	


## Internal benchmarking for Other / not part of a specific area of work

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		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	65	
	I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^	81	81	62	
	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	53	
	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	52	
	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	51	
	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	66	
	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	67	
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	89	
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	95	
	I10 I feel proud to work for the University of Reading	85	89	83	
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	83	
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	89	
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	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	91	
	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	91	
	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	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 ^	92	95	94	

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

## Internal benchmarking for Other / not part of a specific area of work

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		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	83	
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	78	
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	87	
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	76	
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	82	
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	86	
	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	89	
	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	
	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	91	
	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	90	
	K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	84	86	89	
	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	88	
	K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	74	76	81	
	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	85	
	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	79	
	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	86	
	K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	79	80	84	
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	94	
	L2 I feel safe and secure in my working environment	96	96	96	
	L3 I feel the University is interested in my physical wellbeing	78	83	86	
	L4 I feel the University is interested in my mental wellbeing	68	75	71	
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	68	
	L6 The University provides a satisfying work environment	79	81	78	
	L7 Are you aware of the Employee Assistance Programme?	40	49	34	

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

Prepared by Capita Surveys and Research

## Internal benchmarking for Other / not part of a specific area of work

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		Total Reds	18	16	12
		Total Greens	84	92	89
		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	95	
	M2 I am satisfied with the support I get from my immediate manager	86	86	87	
	M3 I am satisfied with the support I get from my work colleagues	90	91	90	
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	65	
	M5 Relationships at work are not strained *	75	76	69	
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	70	
	M7 I have the right equipment to do my job	83	87	85	
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	59	
	M9 I am able to take regular breaks on most days	69	74	65	
	M10 I have a place I can go to take a break at work	78	76	79	
	M11 I never feel stressed at work *	9	11	17	
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	73	
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	99	
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	29	
	N7 Are you aware of the University's Harassment Advisors?	35	40	34	

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

## Internal benchmarking for Other / not part of a specific area of work

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

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

## Internal benchmarking for Other / not part of a specific area of work

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

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

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

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

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

		Total Reds	18	16	12
		Total Greens	84	92	89
		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	79	
	P1b I receive information in a timely way in regard to wider University issues	76	76	81	
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	83	
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	81	
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	60	
	P4 I know where to find information about important decisions made at the University of Reading	56	60	58	
	P5 On the whole, communication in the University of Reading is effective	60	63	69	
	P6 Communication between senior management and staff is effective	54	58	61	
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	45	
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	58	
	Q2 I feel able to voice my opinions	71	75	61	
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	63	
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	66	
	Q5 I am confident my ideas or suggestions will be listened to	60	65	59	
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	56	
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	55	
	Q8a I feel there is good co-operation between teams in my department	83	83	88	
	Q8b I feel there is good co-operation between different departments	62	64	63	

## Internal benchmarking for Other / not part of a specific area of work

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Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
Managing Change	R1 The current pace of change in the University of Reading is about right	27	32	32	
	R2 In my opinion the recent PAS changes were well planned	17	20	31	
	R3 In my opinion the recent PAS changes were well explained	25	29	35	
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	48	
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	45	
	R6a Generally, change within my department is managed well	72	70	67	
	R6b Generally, change within the University of Reading is managed well	36	40	52	
	R6c Generally, the process of change does not cause me concern and worry *	49	56	66	
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	27	
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	60	
	R6f Generally, I think things will improve in the next 12 months	61	72	68	
	R7 I feel action will be taken as a result of this survey	54	60	62	

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

## Internal benchmarking for Other / not part of a specific area of work

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Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
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	2	
	Communication	10	16	15	
	Facilities / Environment	7	5	7	
	Feeling Valued / Supported	7	6	6	
	Health and Wellbeing	4	5	7	
	Job Satisfaction	1	1	0	
	Job Security	3	1	0	
	Managing Change	3	5	0	
	Management – Immediate / Local	3	2	2	
	Pay & Benefits	9	10	13	
	PAS / Re-organisation	15	11	7	
	Relationships / Co-operation	3	4	6	
	Role & Responsibilities	4	3	6	
	Student / Internal Customer Satisfaction	2	1	2	
	Senior Management	9	9	2	
	Systems / Processes	8	6	9	
	Training, Development & Progression	5	7	7	
	Other	4	4	9	

## Internal benchmarking for Other / not part of a specific area of work

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		Total number of respondents	2673	1096	82
Section	Question	University of Reading	Management / Professional Service and other	Other / not part of a specific area of work	
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	
	Communication	1	1	0	
	Facilities / Environment	12	13	6	
	Feeling Valued / Supported	12	12	6	
	Health and Wellbeing	5	5	7	
	Job Satisfaction	14	13	9	
	Job Security	3	3	4	
	Managing Change	0	1	4	
	Management – Immediate / Local	5	4	4	
	Pay & Benefits	4	5	9	
	PAS / Re-organisation	1	1	2	
	Relationships / Co-operation	16	15	15	
	Role & Responsibilities	3	3	2	
	Student / Internal Customer Satisfaction	3	3	6	
	Senior Management	2	1	0	
	Systems / Processes	1	1	2	
	Training, Development & Progression	6	6	9	
	Other	7	7	9	

## Appendix - User Guide

### Types of survey questions

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

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

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

##### Example:

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

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

##### Example:

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

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

#### Questions on a four point scale

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

##### Example:

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

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

### Non-scale questions

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

#### Example:

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

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

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

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

'Never' is considered the positive response.

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

'About right' is considered the positive response.

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

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

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

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

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

### Negatively worded questions

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

#### Example:

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

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

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

### Understanding the effect of rounding

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

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

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

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

#### EXAMPLE:

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

## Values assigned to questions in order to rank responses

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

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

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

For example:

The University of Reading is a good place to work

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

Calculation for average question score:

8,782 [Total value of responses to question]

2,646 [Number of employees responding to question]

**3.32 = [Average Question Score]**

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

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