CAPITA

University of Reading

Research & Enterprise Services

Employee Survey 2017
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Organisational Contact Information

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

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

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University of Reading - Research & Enterprise Services

Background

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

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

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

Response Rate

The selected area of work achieved a response rate of 93% i.e. 42 of the 45 employees in Research & Enterprise Services responded to the survey.

Presentation of results

This report presents a summary of the results for Research & Enterprise Services and referred to as the area of work (AOW) throughout this report.

Part A: Most positive perceptions

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

Part B: Least positive perceptions

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

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

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

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

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

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

Part E: Comment Themes for the selected area of work

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

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

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

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

Part G: Internal benchmarking

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

Part H: Appendix - User Guide

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

Part A - Most positive perceptions for Research & Enterprise Services

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

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

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

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

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

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

Most positive perceptions from the area of work	Total number of responses:	42
Question		AOW %
I12 Would you recommend the University of Reading to a friend as a place to study?		100
L1 I am satisfied that my personal safety is treated seriously at work		100
L2 I feel safe and secure in my working environment		100
N1 I'm not currently being harassed or bullied at work? *		100
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff		100
O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *		100
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)		98
D1a I have a clear understanding about my role within the University of Reading		98
M3 I am satisfied with the support I get from my work colleagues		98
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students		98
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment		98
O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *		98
O6b The University of Reading respects people equally regardless of their nationality / race		98
O6d The University of Reading respects people equally regardless of their age		98
O6f The University of Reading respects people equally regardless of their religion or beliefs		98
O7 I have not felt discriminated against at work in the last 12 months? *		98

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

Part B - Least positive perceptions and areas identified for improvement for Research & Enterprise Services

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

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

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

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

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

Areas for improvement from the area of work	Total number of responses:	42
Question		**AOW %**
M11 I never feel stressed at work *		2
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *		10
R2 In my opinion the recent PAS changes were well planned		14
R3 In my opinion the recent PAS changes were well explained		22
N6 Are you aware of the Health Advocacy Respect and Care Advisors?		26
N7 Are you aware of the University's Harassment Advisors?		33
D8 I don't worry about work outside my working hours *		37
P7 On the whole, the different parts of the University of Reading communicate effectively with each other		37
R1 The current pace of change in the University of Reading is about right		37
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 *		39
R6b Generally, change within the University of Reading is managed well		43
P4 I know where to find information about important decisions made at the University of Reading		46
R6c Generally, the process of change does not cause me concern and worry *		48
R5 In my opinion other recent changes (not PAS) have been well explained		49
Q6 I feel the University genuinely listens to staff views during consultations		50

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

Understanding strength analysis

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

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

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

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

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

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

Understanding and using the comparisons in the tables

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

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

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

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Part C - Strength report by section for Research & Enterprise Services compared to UoR

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

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

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

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

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

75% or higher = Strength	Positive difference:	99
51% - 74% = Opportunity for improvement	No difference:	5
50% or lower = Needs improvement	Negative difference:	50

Question	AOW %	UoR %	+/-
Total number of responses:	42	2673	
Section A: Work-Life Balance			
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	98	77	21
A5 I am able to take advantage of flexible working on an informal basis	90	80	10
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
A2 I feel I have a good work-life balance	78	70	8
Section B: Job Satisfaction			
B12 I'm interested in the University of Reading, to me it's not just a job *	93	91	2
B1 The University of Reading is a good place to work	93	87	6
B3 My work is varied and interesting to me	88	91	-3
B2 Generally, I enjoy my work	85	92	-7
B9 I feel valued by my colleagues	85	88	-3
B10 I feel valued by students / internal customers	82	85	-3
B4 My work gives me a sense of personal achievement	80	86	-6
B5 I feel inspired to do my best work every day	80	80	0
B7 I feel part of the University of Reading	80	76	4
B6 I feel I belong to a team	76	81	-5
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.

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

Positive difference:	99
No difference:	5
Negative difference:	50

Question	AOW %	UoR %	+/-
Total number of responses:	42	2673	
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	90	68	22
C5 I am aware of the benefits offered by the University	88	71	17
C2 I feel fairly paid for the work I do	81	60	21
C4 I am aware of the University's arrangements for recognising and rewarding good performance	76	69	7
C3 I think my pay adequately reflects my performance	72	52	20
Section D: Your Role			
D1a I have a clear understanding about my role within the University of Reading	98	90	8
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	95	77	18
D1d I have a clear understanding about expected standards of behaviour	93	96	-3
D6 People are willing to help each other even if it means doing something outside their usual activities	90	82	8
D3 I am trusted to do my job	88	93	-5
D1b I have a clear understanding about what I am expected to achieve in my job	88	89	-1
D1c I have a clear understanding about expected standards of performance	85	91	-6
D11 I don't feel priorities are changed too frequently for me to work efficiently *	79	63	16
D4 The division of responsibilities between staff in my work area feels fair	73	68	5
D9 I don't find my current workload too much and I am not struggling to cope *	73	61	12
D10 I have adequate resources to complete my work	69	67	2
D2 I am satisfied with my current role and level of responsibility	59	76	-17
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 *	39	33	6
D8 I don't worry about work outside my working hours *	37	39	-2
Section E: Considering Leaving			
E2 I'm not actively seeking to leave my job here at the University *	79	82	-3
E1 I don't think about leaving the University *	59	65	-6
Section F: Performance Development Review (PDR)			
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	89	85	4
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	82	75	7
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	75	64	11
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	71	74	-3

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

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

	75% or higher = Strength
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	50% or lower = Needs improvement

Positive difference:	99
No difference:	5
Negative difference:	50

Question	Total number of responses:	42	2673	
		AOW %	UoR %	+/-
Section F: Performance Development Review (PDR)				
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^		67	43	24
F3 Was your Performance Development Review (PDR) useful for you? ^		57	68	-11
Section G: Learning and Development				
G3 I have received sufficient training to enable me to do my job well		83	80	3
G1 I feel that I am given the same opportunities to develop as other staff		78	78	0
G4 Overall, I feel that the University of Reading provides appropriate development opportunities		73	77	-4
G2 I am satisfied with my current level of learning and development		73	75	-2
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		82	76	6
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		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		78	61	17
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	69	7
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	69	4
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		63	43	20
Section I: Culture and Values				
I12 Would you recommend the University of Reading to a friend as a place to study?		100	89	11
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 ^		97	92	5
I9 I feel my Department / School / Function delivers good quality service to students / internal customers		95	92	3
I10 I feel proud to work for the University of Reading		93	85	8
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 ^		93	76	17
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 ^		90	85	5
I8 I feel the University of Reading delivers good quality service to students / internal customers		90	83	7
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?		90	70	20
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 ^		87	88	-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.

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🟨	51% - 74% = Opportunity for improvement	
🟥	50% or lower = Needs improvement	

Positive difference:	99
No difference:	5
Negative difference:	50

Question	AOW %	UoR %	+/-
Total number of responses:	**42**	**2673**	
Section I: Culture and Values			
I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^	83	81	2
I11 Would you recommend the University of Reading to a friend as a place to work?	83	81	2
I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^	80	63	17
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 ^	77	64	13
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 ^	74	69	5
I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^	74	64	10
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	74	63	11
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	71	64	7
Section J: Your School or Function Leadership			
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	88	81	7
J1 My School / Function Leadership Team manage and lead our School / Function well	78	83	-5
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	76	85	-9
J4 My School / Function Leadership Team listen to and respond to the views of staff	76	75	1
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	71	76	-5
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	86	93	-7
K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	86	90	-4
K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	86	88	-2
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
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	85	93	-8
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	83	84	-1
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	81	79	2

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

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

	75% or higher = Strength
🟩	75% or higher = Strength
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🟥	50% or lower = Needs improvement

Positive difference:	99
No difference:	5
Negative difference:	50

Question	AOW %	UoR %	+/-
Total number of responses:	42	2673	
Section K: Your Manager / Supervisor			
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	78	72	6
K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	76	81	-5
K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	73	79	-6
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	71	81	-10
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	71	74	-3
Section L: Health, Safety and Wellbeing			
L2 I feel safe and secure in my working environment	100	96	4
L1 I am satisfied that my personal safety is treated seriously at work	100	95	5
L3 I feel the University is interested in my physical wellbeing	83	78	5
L6 The University provides a satisfying work environment	80	79	1
L4 I feel the University is interested in my mental wellbeing	76	68	8
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?	56	40	16
Section M: Working at the University			
M3 I am satisfied with the support I get from my work colleagues	98	90	8
M7 I have the right equipment to do my job	93	83	10
M1 I can decide on my own how to go about doing my work	90	93	-3
M2 I am satisfied with the support I get from my immediate manager	79	86	-7
M5 Relationships at work are not strained *	78	75	3
M12 Overall, I don't feel unduly stressed at work * ^	75	69	6
M6 I am able to handle all the conflicting demands on my time at work *	73	66	7
M10 I have a place I can go to take a break at work	68	78	-10
M4 There are usually sufficient people in the team I am working in to handle our workload	68	61	7
M9 I am able to take regular breaks on most days	61	69	-8
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	55	54	1
M11 I never feel stressed at work *	2	9	-7
Section N: Harassment and Bullying			
N1 I'm not currently being harassed or bullied at work? *	100	97	3
N7 Are you aware of the University's Harassment Advisors?	33	35	-2

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

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

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

Positive difference:	99
No difference:	5
Negative difference:	50

Total number of responses:	42	2673	
Question	AOW %	UoR %	+/-
Section N: Harassment and Bullying			
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	26	23	3
Section O: Diversity and Inclusion			
O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	100	96	4
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	100	91	9
O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	0
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	98	95	3
O6b The University of Reading respects people equally regardless of their nationality / race	98	95	3
O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	98	94	4
O6d The University of Reading respects people equally regardless of their age	98	92	6
O7 I have not felt discriminated against at work in the last 12 months? *	98	92	6
O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *	98	90	8
O6e The University of Reading respects people equally regardless of their sexual orientation	95	98	-3
O6c The University of Reading respects people equally regardless of their disability status	95	96	-1
O6a The University of Reading respects people equally regardless of their gender	95	92	3
O2 I am aware of the University's priorities for Diversity and Inclusion	90	91	-1
O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion	88	82	6
Section P: Communication			
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	87	89	-2
P2b The information I receive is straightforward and I understand it in regard to wider University issues	84	80	4
P1a I receive information in a timely way in regard to local issues in my area of work	80	81	-1
P1b I receive information in a timely way in regard to wider University issues	78	76	2
P5 On the whole, communication in the University of Reading is effective	66	60	6
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	58	57	1
P4 I know where to find information about important decisions made at the University of Reading	46	56	-10
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	37	42	-5

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

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

🟩	75% or higher = Strength	
🟨	51% - 74% = Opportunity for improvement	
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Positive difference:	99
No difference:	5
Negative difference:	50

Total number of responses:	42	2673	
Question	AOW %	UoR %	+/-
Section Q: Staff Involvement			
Q8a I feel there is good co-operation between teams in my department	86	83	3
Q2 I feel able to voice my opinions	78	71	7
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	73	72	1
Q4 I am personally encouraged to look for ways to improve the way we do things	73	69	4
Q1 I feel there are adequate opportunities to raise points of concern	73	64	9
Q5 I am confident my ideas or suggestions will be listened to	65	60	5
Q8b I feel there is good co-operation between different departments	61	62	-1
Q7 I am confident I will get feedback on my ideas or suggestions	51	51	0
Q6 I feel the University genuinely listens to staff views during consultations	50	43	7
Section R: Managing Change			
R6f Generally, I think things will improve in the next 12 months	73	61	12
R6a Generally, change within my department is managed well	71	72	-1
R6e Generally, I have seen some positive changes in the last 12 months	68	55	13
R7 I feel action will be taken as a result of this survey	58	54	4
R4 In my opinion other recent changes (not PAS) have been well planned	53	38	15
R5 In my opinion other recent changes (not PAS) have been well explained	49	39	10
R6c Generally, the process of change does not cause me concern and worry *	48	49	-1
R6b Generally, change within the University of Reading is managed well	43	36	7
R1 The current pace of change in the University of Reading is about right	37	27	10
R3 In my opinion the recent PAS changes were well explained	22	25	-3
R2 In my opinion the recent PAS changes were well planned	14	17	-3
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	10	18	-8

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

Part D - Frequency Charts for Research & Enterprise Services

A presentation of the survey results in chart format in the same order as the questionnaire for ease of reference. All the main results charts (for scale response questions) are structured in a similar way:

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

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

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

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

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

Part D - Frequency Charts for Research & Enterprise Services

Section A: Work-Life Balance

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

Total Responses:	Positive %:
41	80

| 49 | 32 | 17 | |
| 2 |

A2 I feel I have a good work-life balance

Total Responses:	Positive %:
41	78

| 39 | 39 | 12 | 10 |

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

Total Responses:	Positive %:
42	98

| 69 | 29 | |
| 2 | 0 |

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

Total Responses:	Positive %:
41	88

| 54 | 34 | 10 | |
| 2 |

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

Total Responses:	Positive %:
41	90
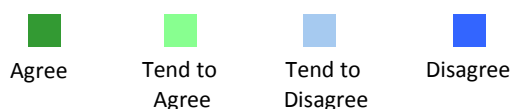
| 46 | 44 | 7 | |
| 2 |

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section B: Job Satisfaction

B1 The University of Reading is a good place to work

56	37	5
		2

Total Responses: 41

Positive %: 93

B2 Generally, I enjoy my work

44	41	15
		0

Total Responses: 41

Positive %: 85

B3 My work is varied and interesting to me

51	37	12
		0
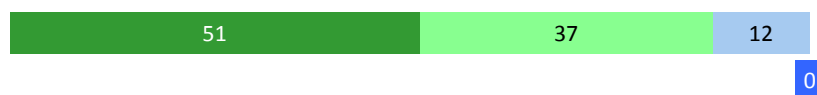
Total Responses: 41

Positive %: 88

B4 My work gives me a sense of personal achievement

49	32	20
		0
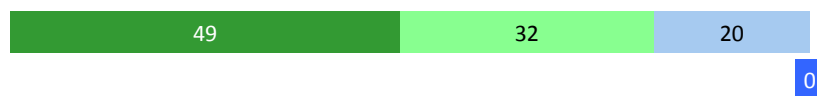
Total Responses: 41

Positive %: 80

B5 I feel inspired to do my best work every day

37	44	15	5

Total Responses: 41

Positive %: 80

B6 I feel I belong to a team

39	37	17	7

Total Responses: 41

Positive %: 76

B7 I feel part of the University of Reading

41	39	17	
			2

Total Responses: 41

Positive %: 80

B8 I feel valued by the University of Reading

24	40	26	10

Total Responses: 42

Positive %: 64

Legend:
- Agree
- Tend to Agree
- Tend to Disagree
- Disagree
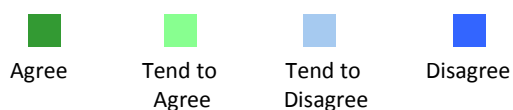
Part D - Frequency Charts for Research & Enterprise Services

Section B: Job Satisfaction

B9 I feel valued by my colleagues
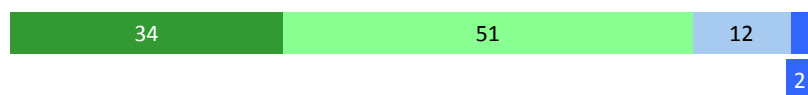
	Total Responses:	Positive %:
	41	85

34	51	12	2

B10 I feel valued by students / internal customers

	Total Responses:	Positive %:
	39	82

38	44	10	8

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

	Total Responses:	Positive %:
	41	73

41	32	17	10

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

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

	Total Responses:	Positive %:
	41	93

0	7	20	73

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

Part D - Frequency Charts for Research & Enterprise Services

Section C: Pay and Benefits

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

| 48 | 43 | 5 | 5 |

Total Responses: 42

Positive %: 90

C2 I feel fairly paid for the work I do

| 43 | 38 | 14 | 5 |

Total Responses: 42

Positive %: 81

C3 I think my pay adequately reflects my performance

| 28 | 44 | 23 | 5 |

Total Responses: 39

Positive %: 72

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

| 22 | 54 | 10 | 15 |
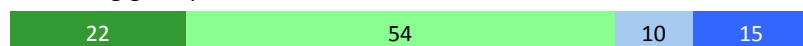
Total Responses: 41

Positive %: 76

C5 I am aware of the benefits offered by the University
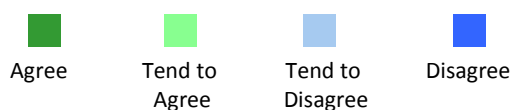
| 38 | 50 | 7 | 5 |

Total Responses: 42

Positive %: 88

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

Part D - Frequency Charts for Research & Enterprise Services

Section D: Your Role

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

63	34	2 0

Total Responses: 41

Positive %: 98

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

50	38	7	5

Total Responses: 42

Positive %: 88

D1c I have a clear understanding about expected standards of performance

51	34	15
		0
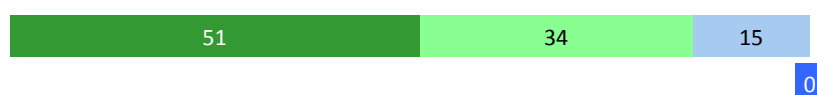
Total Responses: 41

Positive %: 85

D1d I have a clear understanding about expected standards of behaviour

61	32	7
		0

Total Responses: 41

Positive %: 93

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

27	32	34	7

Total Responses: 41

Positive %: 59

D3 I am trusted to do my job

55	33	7	5

Total Responses: 42

Positive %: 88

D4 The division of responsibilities between staff in my work area feels fair
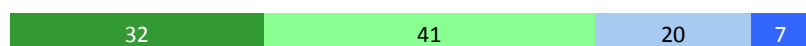
32	41	20	7

Total Responses: 41

Positive %: 73

Agree | Tend to Agree | Tend to Disagree | Disagree
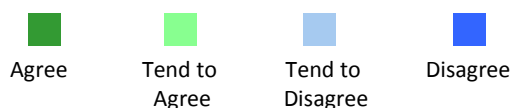
Part D - Frequency Charts for Research & Enterprise Services

Section D: Your Role

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

35	60	5
		0
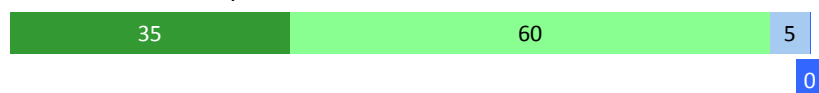
Total Responses: 40

Positive %: 95

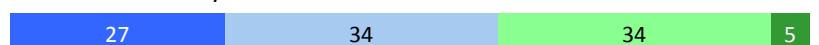**D6 People are willing to help each other even if it means doing something outside their usual activities**

37	54	7
		2

Total Responses: 41

Positive %: 90

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
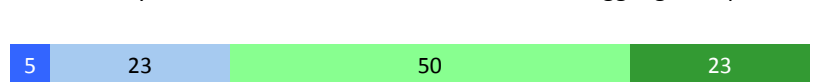
27	34	34	5

Total Responses: 41

Positive %: 39

D8 I often worry about work outside my working hours

24	39	24	12
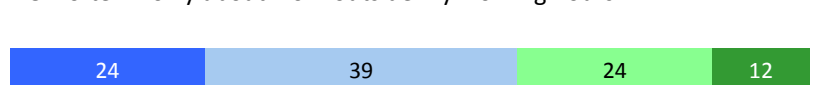
Total Responses: 41

Positive %: 37

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

5	23	50	23

Total Responses: 40

Positive %: 73

Agree · Tend to Agree · Tend to Disagree · Disagree

D10 I have adequate resources to complete my work

17	52	21	10

Total Responses: 42

Positive %: 69

Agree · Tend to Agree · Tend to Disagree · Disagree

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

7	14	52	26

Total Responses: 42

Positive %: 79

Agree · Tend to Agree · Tend to Disagree · Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section E: Considering Leaving

E1 I often think about leaving the University

12	29	20	39

Total Responses: 41

Positive %: 59

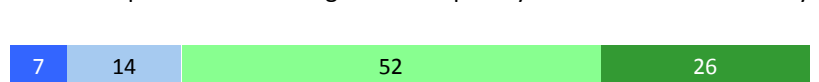E2 I am actively seeking to leave my job here at the University

12	10	31	48

Total Responses: 42

Positive %: 79

Agree | Tend to Agree | Tend to Disagree | Disagree
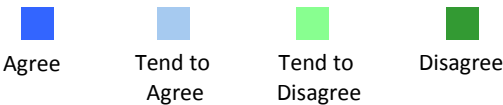
Part D - Frequency Charts for Research & Enterprise Services

Section F: Performance Development Review (PDR)

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

| 81 | 19 |

Total Responses: 42

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

| 82 | 18 |

Total Responses: 34

Positive %: 82

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

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

| 57 | 43 |

Total Responses: 28

Positive %: 57

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

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

| 89 | 11 |

Total Responses: 28

Positive %: 89

(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?

| 75 | 25 |

Total Responses: 28

Positive %: 75

(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?

| 71 | 29 |

Total Responses: 28

Positive %: 71

(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?

| 67 | 33 |
| 0 |

Total Responses: 6

Positive %: 67

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

■ Yes   ■ No   ■ Not Sure

Part D - Frequency Charts for Research & Enterprise Services

Section G: Learning and Development

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

Total Responses:	Positive %:
40	78

45	33	8	15
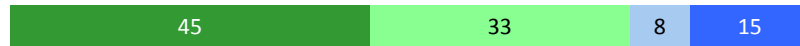
G2 I am satisfied with my current level of learning and development

Total Responses:	Positive %:
40	73

33	40	15	13

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

Total Responses:	Positive %:
41	83

37	46	10	7

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

Total Responses:	Positive %:
40	73

30	43	13	15

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section H: University Executive Board (UEB)

H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well
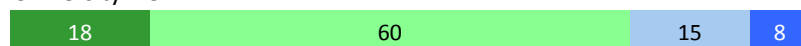
				Total Responses:	Positive %:
18	60	15	8	40	78

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 %:
24	51	17	7	41	76

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 %:
15	59	22	5	41	73

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 %:
13	50	30	8	40	63

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 %:
15	63	15	8	40	78

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

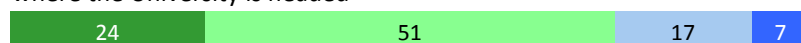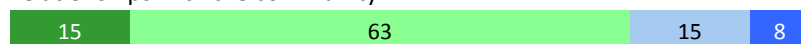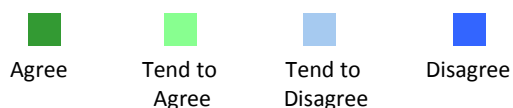|				Total Responses:	Positive %:
13	69	13	5	39	82

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section I: Culture and Values

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

20	70	10

Total Responses: 40

Positive %: 90

■ A Lot   ■ A Little   ■ Nothing

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

20	63	14	3

Total Responses: 35

Positive %: 83

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

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

17	57	23	3

Total Responses: 35

Positive %: 74

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

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

23	57	14	6

Total Responses: 35

Positive %: 80

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

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

14	63	17	6

Total Responses: 35

Positive %: 77

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

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

9	66	23	3

Total Responses: 35

Positive %: 74

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

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

CAPITA

University of Reading

Part D - Frequency Charts for Research & Enterprise Services

Section I: Culture and Values

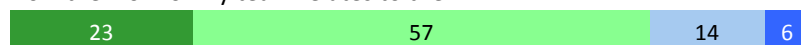**I7 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026**

9	62	24	6

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

Total Responses: 34

Positive %: 71

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

22	68	10	0

Total Responses: 41

Positive %: 90

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

51	44	5	0

Total Responses: 41

Positive %: 95

I10 I feel proud to work for the University of Reading

44	49	5	2

Total Responses: 41

Positive %: 93

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

44	39	15	2

Total Responses: 41

Positive %: 83

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

54	46	0	0

Total Responses: 39

Positive %: 100

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

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

74	26

Total Responses: 42

Positive %: 74

■ Yes   ■ No

Part D - Frequency Charts for Research & Enterprise Services

Section I: Culture and Values

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

	Total Responses:	Positive %:
	29	93

31	62	3	3

(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:	Positive %:
	30	90

40	50	7	3
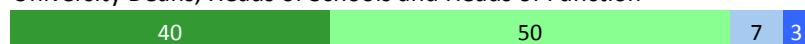
(based on the number of respondents answering 'Yes' to I13)

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:	Positive %:
	31	87

45	42	13
		0
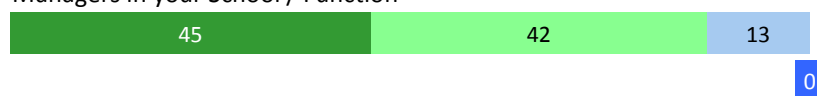
(based on the number of respondents answering 'Yes' to I13)

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:	Positive %:
	31	97

32	65	3
		0

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

Agree   Tend to Agree   Tend to Disagree   Disagree
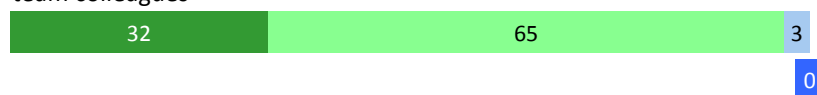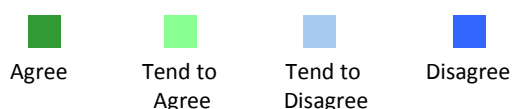
Part D - Frequency Charts for Research & Enterprise Services

Section J: Your School or Function Leadership
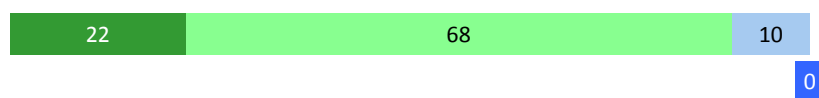
J1 My School / Function Leadership Team manage and lead our School / Function well

| 46 | 32 | 12 | 10 |

Total Responses: 41

Positive %: 78

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

| 27 | 44 | 22 | 7 |

Total Responses: 41

Positive %: 71

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

| 45 | 31 | 19 | 5 |

Total Responses: 42

Positive %: 76

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

| 43 | 33 | 14 | 10 |

Total Responses: 42

Positive %: 76

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

| 48 | 40 | 8 | 5 |

Total Responses: 40

Positive %: 88

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section K: Your Manager / Supervisor

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

55	31	10	5

Total Responses: 42

Positive %: 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

69	17	5	10

Total Responses: 42

Positive %: 86

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

69	17	10	5

Total Responses: 42

Positive %: 86

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

66	20	12	
			2

Total Responses: 41

Positive %: 85

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

60	26	7	7

Total Responses: 42

Positive %: 86

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

43	40	7	10

Total Responses: 42

Positive %: 83

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

48	33	12	7

Total Responses: 42

Positive %: 81

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

36	36	17	12

Total Responses: 42

Positive %: 71

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section K: Your Manager / Supervisor

	Total Responses:	Positive %:

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

45	31	14	10

Total Responses: 42   Positive %: 76

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

34	44	7	15

Total Responses: 41   Positive %: 78

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

45	26	17	12

Total Responses: 42   Positive %: 71

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

51	22	20	7

Total Responses: 41   Positive %: 73

Agree   Tend to Agree   Tend to Disagree   Disagree
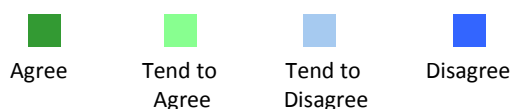
Part D - Frequency Charts for Research & Enterprise Services

Section L: Health, Safety and Wellbeing

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

	Total Responses:	Positive %:
73 · 27 · 0 · 0	41	100

L2 I feel safe and secure in my working environment

	Total Responses:	Positive %:
80 · 20 · 0 · 0	41	100

L3 I feel the University is interested in my physical wellbeing

	Total Responses:	Positive %:
34 · 49 · 17 · 0	41	83

L4 I feel the University is interested in my mental wellbeing

	Total Responses:	Positive %:
29 · 46 · 20 · 5	41	76

L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing
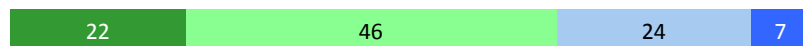
	Total Responses:	Positive %:
22 · 46 · 24 · 7	41	68

L6 The University provides a satisfying work environment

	Total Responses:	Positive %:
41 · 39 · 17 · 2	41	80

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

L7 Are you aware of the Employee Assistance Programme?

	Total Responses:	Positive %:
56 · 44	41	56

Legend:
- Yes
- No

Part D - Frequency Charts for Research & Enterprise Services

Section M: Working at the University

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

56	34	10

0

Total Responses: 41

Positive %: 90

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

52	26	17	5

Total Responses: 42

Positive %: 79

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

55	43

2   0

Total Responses: 42

Positive %: 98

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

27	41	27	5

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

Total Responses: 41

Positive %: 68

M5 Relationships at work are strained

20	39	39

2

Total Responses: 41

Positive %: 78

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

10	18	35	38

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

Total Responses: 40

Positive %: 73

M7 I have the right equipment to do my job

49	44	5

2
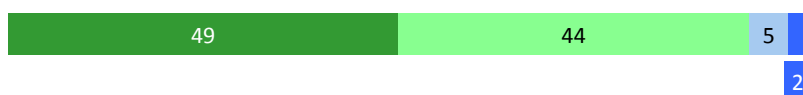
■ Agree   ■ Tend to Agree   ■ Tend to Disagree   ■ Disagree

Total Responses: 41

Positive %: 93

Part D - Frequency Charts for Research & Enterprise Services

Section M: Working at the University

M8 I am required to do unimportant tasks which prevent me completing more important ones
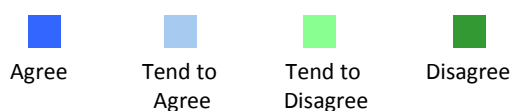
10	36	36	19

Total Responses: 42

Positive %: 55

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

M9 I am able to take regular breaks on most days

32	29	17	22

Total Responses: 41

Positive %: 61

M10 I have a place I can go to take a break at work
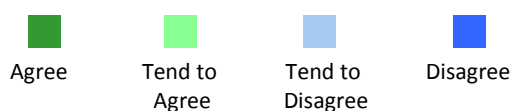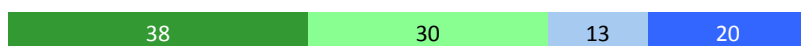
38	30	13	20

Total Responses: 40

Positive %: 68

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

M11 I feel stressed at work

7	26	64	2

Total Responses: 42

Positive %: 2
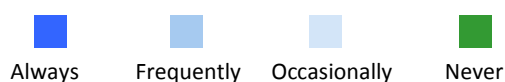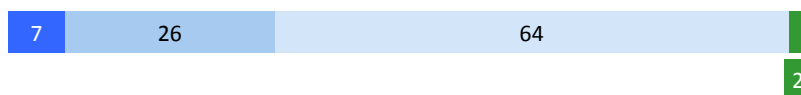
- Always
- Frequently
- Occasionally
- Never

M12 Overall, I feel unduly stressed at work

25	75

Total Responses: 40

Positive %: 75

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

- Yes
- No

Part D - Frequency Charts for Research & Enterprise Services

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?

	Total Responses:	Positive %:
	42	100

100

0

■ Yes   ■ No

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

	Total Responses:	Positive %:
	42	26

26   74
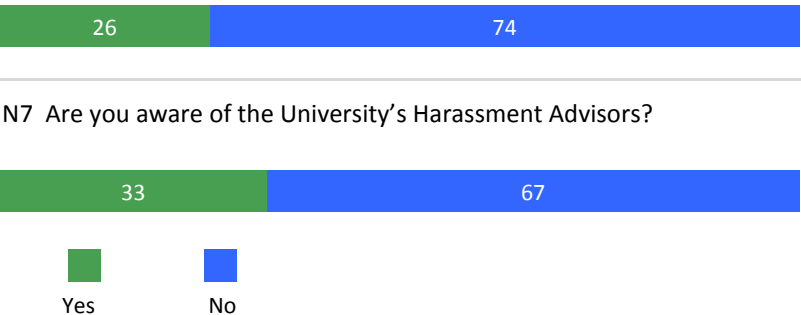
N7 Are you aware of the University's Harassment Advisors?

	Total Responses:	Positive %:
	42	33

33   67

■ Yes   ■ No
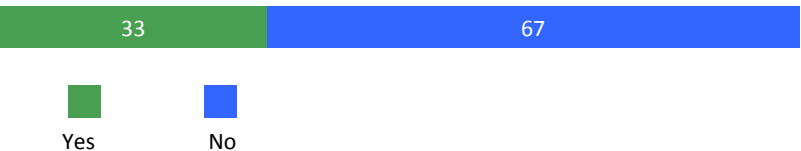
Part D - Frequency Charts for Research & Enterprise Services

Section O: Diversity and Inclusion

O1 I believe the University of Reading is committed to equality of opportunity for all of its staff

	Total Responses:	Positive %:
	41	100

66	34		
		0	0

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

	Total Responses:	Positive %:
	41	90

59	32	5	5

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

	Total Responses:	Positive %:
	40	98

50	48	3
		0

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

	Total Responses:	Positive %:
	41	98

78	20	
		2	0

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

	Total Responses:	Positive %:
	41	88
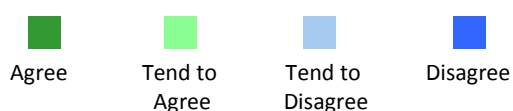
61	27	10	
			2

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

Part D - Frequency Charts for Research & Enterprise Services

Section O: Diversity and Inclusion

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

	Total Responses:	Positive %:
	41	98

2	0	12	85

O5b In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student

	Total Responses:	Positive %:
	39	100

0	0	8	92

Agree   Tend to   Tend to   Disagree
                Agree   Disagree
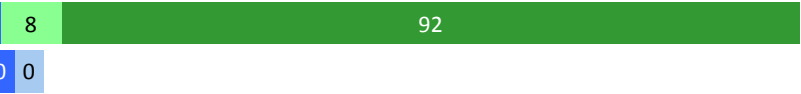
Part D - Frequency Charts for Research & Enterprise Services

Section O: Diversity and Inclusion

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

	Total Responses:	Positive %:
	41	95

Agree: 78, Tend to Agree: 17, Tend to Disagree: 2, Disagree: 2

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

	Total Responses:	Positive %:
	41	98

Agree: 80, Tend to Agree: 17, Tend to Disagree: 2, Disagree: 0

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

	Total Responses:	Positive %:
	41	95

Agree: 76, Tend to Agree: 20, Tend to Disagree: 2, Disagree: 2

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

	Total Responses:	Positive %:
	41	98

Agree: 73, Tend to Agree: 24, Tend to Disagree: 0, Disagree: 2

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

	Total Responses:	Positive %:
	41	95

Agree: 78, Tend to Agree: 17, Tend to Disagree: 2, Disagree: 2

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

	Total Responses:	Positive %:
	41	98

Agree: 78, Tend to Agree: 20, Tend to Disagree: 0, Disagree: 2

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

O7 Have you felt discriminated against at work in the last 12 months?
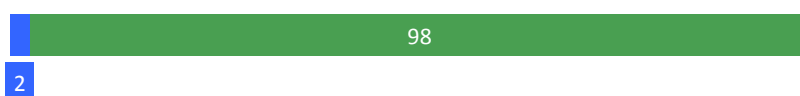
	Total Responses:	Positive %:
	41	98

No: 98, Yes: 2

Legend: Yes | No

Part D - Frequency Charts for Research & Enterprise Services

Section P: Communication

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

Agree	Tend to Agree	Tend to Disagree	Disagree
32	49	12	7

Total Responses: 41

Positive %: 80

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

Agree	Tend to Agree	Tend to Disagree	Disagree
29	49	17	5

Total Responses: 41

Positive %: 78

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

Agree	Tend to Agree	Tend to Disagree	Disagree
42	45	11	3

Total Responses: 38

Positive %: 87

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

Agree	Tend to Agree	Tend to Disagree	Disagree
42	42	16	0

Total Responses: 38

Positive %: 84

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

Agree	Tend to Agree	Tend to Disagree	Disagree
28	30	38	5

Total Responses: 40

Positive %: 58

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

Agree	Tend to Agree	Tend to Disagree	Disagree
13	33	49	5

Total Responses: 39

Positive %: 46

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

Agree	Tend to Agree	Tend to Disagree	Disagree
10	56	22	12

Total Responses: 41

Positive %: 66

P6 Communication between senior management and staff is effective

Agree	Tend to Agree	Tend to Disagree	Disagree
10	51	24	15

Total Responses: 41

Positive %: 61

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

Agree	Tend to Agree	Tend to Disagree	Disagree
5	32	46	17

Total Responses: 41

Positive %: 37

Legend: ■ Agree ■ Tend to Agree ■ Tend to Disagree ■ Disagree
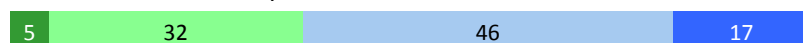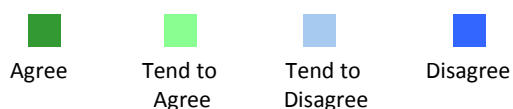
Part D - Frequency Charts for Research & Enterprise Services

Section Q: Staff Involvement

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

| 24 | 49 | 22 | 5 |

Total Responses: 41   Positive %: 73

Q2 I feel able to voice my opinions

| 27 | 51 | 15 | 7 |
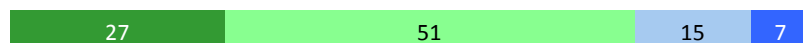
Total Responses: 41   Positive %: 78

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

| 29 | 44 | 24 | 2 |
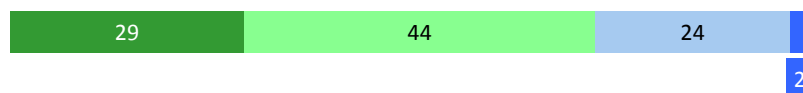
Total Responses: 41   Positive %: 73

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

| 29 | 44 | 17 | 10 |

Total Responses: 41   Positive %: 73

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

| 25 | 40 | 23 | 13 |

Total Responses: 40   Positive %: 65

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

| 20 | 30 | 35 | 15 |
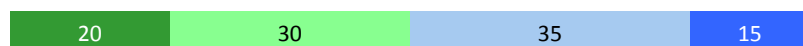
Total Responses: 40   Positive %: 50

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

| 20 | 32 | 37 | 12 |
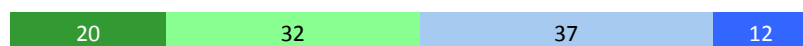
Total Responses: 41   Positive %: 51

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

| 36 | 50 | 7 | 7 |

Total Responses: 42   Positive %: 86

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

| 17 | 44 | 32 | 7 |

Total Responses: 41   Positive %: 61

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for Research & Enterprise Services

Section R: Managing Change

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

37	29	12	22

Total Responses:	Positive %:
41	37

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

R2 In my opinion the recent PAS changes were well planned

3	11	28	58

Total Responses:	Positive %:
36	14

R3 In my opinion the recent PAS changes were well explained

5	16	38	41

Total Responses:	Positive %:
37	22

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

3	50	32	15

Total Responses:	Positive %:
34	53

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

6	43	37	14

Total Responses:	Positive %:
35	49

R6a Generally, change within my department is managed well

27	44	24	5

Total Responses:	Positive %:
41	71

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

5	38	43	15
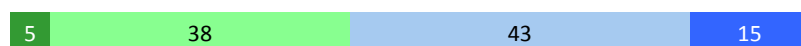
Total Responses:	Positive %:
40	43

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

Part D - Frequency Charts for Research & Enterprise Services

Section R: Managing Change

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

| 5 | 48 | 28 | 20 |

Total Responses: 40

Positive %: 48

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

| 28 | 62 | 10 | 0 |
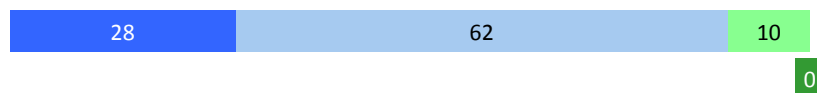
Total Responses: 39

Positive %: 10

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

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

| 23 | 45 | 28 | 5 |

Total Responses: 40

Positive %: 68

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

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

| 25 | 48 | 18 | 10 |

Total Responses: 40

Positive %: 73

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

| 15 | 43 | 33 | 10 |

Total Responses: 40

Positive %: 58

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

Part E - Comment Themes for Research & Enterprise Services

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

Comment Theme	Count of theme
Being Treated Fairly / Diversity & Inclusion	1
Communication	2
Health and Wellbeing	1
Job Satisfaction	1
Managing Change	1
PAS / Re-organisation	6
Relationships / Co-operation	3
Role & Responsibilities	2
Senior Management	2
Systems / Processes	4
Training, Development & Progression	4

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
Facilities / Environment	3
Feeling Valued / Supported	1
Job Satisfaction	3
Job Security	2
Management – Immediate / Local	3
Pay & Benefits	2
Relationships / Co-operation	2
Role & Responsibilities	1
Other	4

Part F - Survey Results Ranked By Degree of Importance to Respondents for Research & Enterprise Services

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

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

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

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
1	R2	In my opinion the recent PAS changes were well planned	36	1.58
2	R6d	Generally, more could be done to help staff prepare for and cope with change	39	1.82
3	R3	In my opinion the recent PAS changes were well explained	37	1.86
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	41	2.17
5	D8	I often worry about work outside my working hours	41	2.24
6	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	41	2.24
7	R6b	Generally, change within the University of Reading is managed well	40	2.33
8	R5	In my opinion other recent changes (not PAS) have been well explained	35	2.40
9	R4	In my opinion other recent changes (not PAS) have been well planned	34	2.41
10	P4	I know where to find information about important decisions made at the University of Reading	39	2.54
11	Q6	I feel the University genuinely listens to staff views during consultations	40	2.55
12	P6	Communication between senior management and staff is effective	41	2.56
13	Q7	I am confident I will get feedback on my ideas or suggestions	41	2.59
14	R6c	Generally, the process of change causes me concern and worry	40	2.63
15	R7	I feel action will be taken as a result of this survey	40	2.63
16	P5	On the whole, communication in the University of Reading is effective	41	2.63
17	M8	I am required to do unimportant tasks which prevent me completing more important ones	42	2.64
18	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	40	2.68
19	M9	I am able to take regular breaks on most days	41	2.71
20	Q8b	I feel there is good co-operation between different departments	41	2.71
21	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	34	2.74
22	D10	I have adequate resources to complete my work	42	2.76
23	Q5	I am confident my ideas or suggestions will be listened to	40	2.78
24	D2	I am satisfied with my current role and level of responsibility	41	2.78
25	B8	I feel valued by the University of Reading	42	2.79

| Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
26	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	35	2.80
27	P3	There are opportunities for me to feed my views upwards in the University of Reading	40	2.80
28	C4	I am aware of the University's arrangements for recognising and rewarding good performance	41	2.83
29	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	41	2.83
30	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	41	2.83
31	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	40	2.85
32	M10	I have a place I can go to take a break at work	40	2.85
33	R6e	Generally, I have seen some positive changes in the last 12 months	40	2.85
34	E1	I often think about leaving the University	41	2.85
35	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	35	2.86
36	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	40	2.88
37	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	40	2.88
38	R6f	Generally, I think things will improve in the next 12 months	40	2.88
39	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	35	2.89
40	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	39	2.90
41	D9	I find my current workload too much and I am struggling to cope	40	2.90
42	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	41	2.90
43	M4	There are usually sufficient people in the team I am working in to handle our workload	41	2.90
44	G2	I am satisfied with my current level of learning and development	40	2.93
45	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	41	2.93
46	Q1	I feel there are adequate opportunities to raise points of concern	41	2.93
47	Q4	I am personally encouraged to look for ways to improve the way we do things	41	2.93
48	R6a	Generally, change within my department is managed well	41	2.93
49	C3	I think my pay adequately reflects my performance	39	2.95
50	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	42	2.95
51	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	35	2.97
52	D4	The division of responsibilities between staff in my work area feels fair	41	2.98

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
53	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	41	2.98
54	Q2	I feel able to voice my opinions	41	2.98
55	D11	I feel priorities are changed too frequently for me to work efficiently	42	2.98
56	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	35	3.00
57	L4	I feel the University is interested in my mental wellbeing	41	3.00
58	M6	I am unable to handle all the conflicting demands on my time at work	40	3.00
59	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	41	3.00
60	P1b	I receive information in a timely way in regard to wider University issues	41	3.02
61	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	42	3.05
62	B11	I feel my job security at the University of Reading is good	41	3.05
63	P1a	I receive information in a timely way in regard to local issues in my area of work	41	3.05
64	A2	I feel I have a good work-life balance	41	3.07
65	B6	I feel I belong to a team	41	3.07
66	G1	I feel that I am given the same opportunities to develop as other staff	40	3.08
67	J4	My School / Function Leadership Team listen to and respond to the views of staff	42	3.10
68	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	42	3.12
69	B5	I feel inspired to do my best work every day	41	3.12
70	G3	I have received sufficient training to enable me to do my job well	41	3.12
71	I8	I feel the University of Reading delivers good quality service to students / internal customers	41	3.12
72	B10	I feel valued by students / internal customers	39	3.13
73	E2	I am actively seeking to leave my job here at the University	42	3.14
74	Q8a	I feel there is good co-operation between teams in my department	42	3.14
75	J1	My School / Function Leadership Team manage and lead our School / Function well	41	3.15
76	M5	Relationships at work are strained	41	3.15
77	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	42	3.17
78	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	42	3.17
79	B9	I feel valued by my colleagues	41	3.17
80	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	41	3.17
81	L3	I feel the University is interested in my physical wellbeing	41	3.17
82	C2	I feel fairly paid for the work I do	42	3.19
83	B7	I feel part of the University of Reading	41	3.20
84	L6	The University provides a satisfying work environment	41	3.20
85	I14	To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB	29	3.21

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
86	C5	I am aware of the benefits offered by the University	42	3.21
87	K7	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	42	3.21
88	D6	People are willing to help each other even if it means doing something outside their usual activities	41	3.24
89	I11	Would you recommend the University of Reading to a friend as a place to work?	41	3.24
90	M2	I am satisfied with the support I get from my immediate manager	42	3.26
91	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	38	3.26
92	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	38	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	30	3.27
94	A1	The University of Reading provides good support to help me balance my work and personal commitments	41	3.27
95	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	31	3.29
96	B2	Generally, I enjoy my work	41	3.29
97	B4	My work gives me a sense of personal achievement	41	3.29
98	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	40	3.30
99	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	40	3.30
100	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	31	3.32
101	C1	Overall, I feel the University of Reading offers a good pay and benefits package	42	3.33
102	D1b	I have a clear understanding about what I am expected to achieve in my job	42	3.33
103	A5	I am able to take advantage of flexible working on an informal basis	41	3.34
104	I10	I feel proud to work for the University of Reading	41	3.34
105	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	42	3.36
106	D1c	I have a clear understanding about expected standards of performance	41	3.37
107	D3	I am trusted to do my job	42	3.38
108	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	42	3.38
109	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	41	3.39
110	B3	My work is varied and interesting to me	41	3.39
111	M7	I have the right equipment to do my job	41	3.39
112	B1	The University of Reading is a good place to work	41	3.44
113	O2	I am aware of the University's priorities for Diversity and Inclusion	41	3.44
114	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	40	3.45
115	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	42	3.45

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
116	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	41	3.46
117	M1	I can decide on my own how to go about doing my work	41	3.46
118	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	41	3.46
119	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	41	3.49
120	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	42	3.50
121	M3	I am satisfied with the support I get from my work colleagues	42	3.52
122	D1d	I have a clear understanding about expected standards of behaviour	41	3.54
123	I12	Would you recommend the University of Reading to a friend as a place to study?	39	3.54
124	D1a	I have a clear understanding about my role within the University of Reading	41	3.61
125	B12	I'm not interested in the University of Reading, to me it's just a job	41	3.66
126	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	41	3.66
127	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	42	3.67
128	O6c	The University of Reading respects people equally regardless of their disability status	41	3.68
129	O6d	The University of Reading respects people equally regardless of their age	41	3.68
130	O6a	The University of Reading respects people equally regardless of their gender	41	3.71
131	O6e	The University of Reading respects people equally regardless of their sexual orientation	41	3.71
132	L1	I am satisfied that my personal safety is treated seriously at work	41	3.73
133	O6f	The University of Reading respects people equally regardless of their religion or beliefs	41	3.73
134	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	41	3.76
135	O6b	The University of Reading respects people equally regardless of their nationality / race	41	3.78
136	L2	I feel safe and secure in my working environment	41	3.80
137	O5a	In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff	41	3.80
138	O5b	In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student	39	3.92
			Average:	*3.08*

Part G - Internal benchmarking for Research & Enterprise Services

An overview of the survey results for selected area of work and by the associated departments / teams. Results for the University of Reading as a whole are shown for reference.

Each question is listed in the order it appears in the survey. The combined positive score is used throughout the analysis. Where a question / statement is positively phrased, agree and tend to agree (or yes) responses are used. Where a question / statement is negatively phrased, disagree and tend to disagree (or no) responses are used unless otherwise stated.

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

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

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said no to this question i.e. the positive perception (95%).

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

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

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

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

At the top of the sheet is a count of the reds and greens each group achieves.

Question F1 'Have you been employed by the University of Reading for over a year?' is considered neutral and has neither a positive nor negative response so, while included in the table and the 'yes' response is shown, the colour code is not applied.

The report is designed to aid local action planning by understanding whether different groups of respondents have more or less positive views.

To ensure the figures are accurate, rounding is applied at the last stage of the calculation and is rounded to the nearest percentage point. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages shown in the charts in part D.

Internal benchmarking for Research & Enterprise Services

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

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

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

- [green] indicates 'strength' = agreement from 75% or more of employees.
- [red] indicates 'areas for improvement' = agreement from 50% or fewer employees.

		University of Reading	Management / Professional Service and other	Research & Enterprise Services	Business Incubation & Knowledge Transfer	Enterprise Services & All other RES	Research Services
Total Reds		18	16	15	10	45	12
Total Greens		84	92	95	116	49	122
Total number of respondents		2673	1096	42	11	13	17
Section	Question						
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	80	82	77	82
	A2 I feel I have a good work-life balance	70	81	78	91	69	76
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	98	100	92	100
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	88	91	69	100
	A5 I am able to take advantage of flexible working on an informal basis	80	78	90	82	85	100
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	93	91	85	100
	B2 Generally, I enjoy my work	92	92	85	100	62	94
	B3 My work is varied and interesting to me	91	90	88	91	85	88
	B4 My work gives me a sense of personal achievement	86	85	80	82	62	94
	B5 I feel inspired to do my best work every day	80	81	80	82	77	82
	B6 I feel I belong to a team	81	87	76	82	46	94
	B7 I feel part of the University of Reading	76	81	80	91	46	100
	B8 I feel valued by the University of Reading	59	64	64	82	38	76
	B9 I feel valued by my colleagues	88	91	85	91	69	94
	B10 I feel valued by students / internal customers	85	82	82	100	62	87
	B11 I feel my job security at the University of Reading is good	70	75	73	82	58	82
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	93	91	92	94
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	90	100	69	100
	C2 I feel fairly paid for the work I do	60	63	81	100	54	88
	C3 I think my pay adequately reflects my performance	52	54	72	90	54	75
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	76	91	62	76
	C5 I am aware of the benefits offered by the University	71	77	88	100	77	88

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

Internal benchmarking for Research & Enterprise Services

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Total number of respondents		2673	1096	42	11	13	17
Section	Question						
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	98	100	92	100
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	88	100	77	94
	D1c I have a clear understanding about expected standards of performance	91	92	85	100	62	94
	D1d I have a clear understanding about expected standards of behaviour	96	97	93	100	85	94
	D2 I am satisfied with my current role and level of responsibility	76	77	59	64	31	76
	D3 I am trusted to do my job	93	94	88	91	85	94
	D4 The division of responsibilities between staff in my work area feels fair	68	72	73	82	42	94
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	95	100	85	100
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	90	100	77	94
	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	39	36	23	53
	D8 I don't worry about work outside my working hours *	39	47	37	64	23	29
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	73	82	46	88
	D10 I have adequate resources to complete my work	67	71	69	82	38	88
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	79	100	46	94
Considering Leaving	E1 I don't think about leaving the University *	65	68	59	73	31	71
	E2 I'm not actively seeking to leave my job here at the University *	82	83	79	82	62	94
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	81	91	85	76
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	82	100	55	92
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	57	50	50	67
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	89	100	83	83
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	75	70	83	75
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	71	70	67	75
	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	67	0	80	0

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

Internal benchmarking for Research & Enterprise Services

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

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Total Greens			84	92	95	116	49	122
Total number of respondents			2673	1096	42	11	13	17
Section		**Question**						
Learning and Development	G1	I feel that I am given the same opportunities to develop as other staff	78	79	78	73	58	94
	G2	I am satisfied with my current level of learning and development	75	72	73	64	67	82
	G3	I have received sufficient training to enable me to do my job well	80	81	83	91	67	94
	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	73	82	58	76
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	78	100	54	81
	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	76	91	54	82
	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	73	100	31	88
	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	63	73	31	81
	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	78	73	62	94
	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	82	100	77	73

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Internal benchmarking for Research & Enterprise Services

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Total Greens		84	92	95	116	49	122
Total number of respondents		2673	1096	42	11	13	17
Section	**Question**						
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	90	91	100	88
	I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^	81	81	83	100	82	71
	I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^	64	65	74	80	64	79
	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	80	90	64	86
	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	77	90	55	86
	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	74	90	55	79
	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	71	100	45	69
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	90	100	85	88
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	95	100	92	100
	I10 I feel proud to work for the University of Reading	85	89	93	100	85	94
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	83	91	75	88
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	100	100	100	100
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	74	91	69	65
	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	93	100	89	90
	I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	85	85	90	100	78	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	87	90	78	100
	I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	92	95	97	100	89	100

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

Internal benchmarking for Research & Enterprise Services

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Total Reds		18	16	15	10	45	12
Total Greens		84	92	95	116	49	122
Total number of respondents		2673	1096	42	11	13	17
Section	**Question**						
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	78	73	62	100
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	71	100	33	82
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	76	82	46	100
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	76	73	54	100
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	88	100	69	94
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	91	69	100
	K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	88	89	86	91	69	100
	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	86	91	69	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	85	100	69	88
	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	86	91	69	100
	K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	84	86	83	91	69	94
	K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	80	81	91	69	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	71	82	54	82
	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	76	73	54	94
	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	78	91	62	82
	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	71	82	46	88
	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	73	73	62	82
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	100	100	100	100
	L2 I feel safe and secure in my working environment	96	96	100	100	100	100
	L3 I feel the University is interested in my physical wellbeing	78	83	83	100	69	82
	L4 I feel the University is interested in my mental wellbeing	68	75	76	91	62	76
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	68	64	62	76
	L6 The University provides a satisfying work environment	79	81	80	91	54	94
	L7 Are you aware of the Employee Assistance Programme?	40	49	56	73	33	59

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

Internal benchmarking for Research & Enterprise Services

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

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		University of Reading	Management / Professional Service and other	Research & Enterprise Services	Business Incubation & Knowledge Transfer	Enterprise Services & All other RES	Research Services
Total Reds		18	16	15	10	45	12
Total Greens		84	92	95	116	49	122
Total number of respondents		2673	1096	42	11	13	17
Section	**Question**						
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	90	91	85	100
	M2 I am satisfied with the support I get from my immediate manager	86	86	79	91	62	88
	M3 I am satisfied with the support I get from my work colleagues	90	91	98	100	92	100
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	68	82	38	82
	M5 Relationships at work are not strained *	75	76	78	82	62	88
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	73	91	58	71
	M7 I have the right equipment to do my job	83	87	93	91	85	100
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	55	82	38	53
	M9 I am able to take regular breaks on most days	69	74	61	55	62	65
	M10 I have a place I can go to take a break at work	78	76	68	70	46	82
	M11 I never feel stressed at work *	9	11	2	0	8	0
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	75	90	42	94
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	100	100	100	100
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	26	45	31	12
	N7 Are you aware of the University's Harassment Advisors?	35	40	33	55	38	18

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

Internal benchmarking for Research & Enterprise Services

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Section	Question	University of Reading	Management / Professional Service and other	Research & Enterprise Services	Business Incubation & Knowledge Transfer	Enterprise Services & All other RES	Research Services
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	93	100	100	100	100
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	92	90	82	85	100
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	95	98	100	92	100
	O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment	94	94	98	100	92	100
	O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion	82	84	88	82	85	94
	O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *	90	91	98	100	92	100
	O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	96	97	100	100	100	100
	O6a The University of Reading respects people equally regardless of their gender	92	93	95	100	85	100
	O6b The University of Reading respects people equally regardless of their nationality / race	95	96	98	100	92	100
	O6c The University of Reading respects people equally regardless of their disability status	96	97	95	100	85	100
	O6d The University of Reading respects people equally regardless of their age	92	93	98	100	92	100
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	99	95	100	85	100
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	98	100	92	100
	O7 I have not felt discriminated against at work in the last 12 months? *	92	94	98	100	92	100

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

Internal benchmarking for Research & Enterprise Services

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

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Section	Question						
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	80	91	54	94
	P1b I receive information in a timely way in regard to wider University issues	76	76	78	91	69	76
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	87	100	67	94
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	84	100	67	88
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	58	50	31	82
	P4 I know where to find information about important decisions made at the University of Reading	56	60	46	82	42	25
	P5 On the whole, communication in the University of Reading is effective	60	63	66	100	54	53
	P6 Communication between senior management and staff is effective	54	58	61	91	31	65
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	37	45	31	35
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	73	80	54	88
	Q2 I feel able to voice my opinions	71	75	78	80	62	94
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	73	60	62	94
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	73	70	54	94
	Q5 I am confident my ideas or suggestions will be listened to	60	65	65	89	23	88
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	50	60	46	47
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	51	60	23	71
	Q8a I feel there is good co-operation between teams in my department	83	83	86	91	69	100
	Q8b I feel there is good co-operation between different departments	62	64	61	55	69	59

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Internal benchmarking for Research & Enterprise Services

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Total Greens		84	92	95	116	49	122
Total number of respondents		2673	1096	42	11	13	17
Section	Question						
Managing Change	R1 The current pace of change in the University of Reading is about right	27	32	37	55	23	38
	R2 In my opinion the recent PAS changes were well planned	17	20	14	20	8	15
	R3 In my opinion the recent PAS changes were well explained	25	29	22	50	8	14
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	53	80	15	73
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	49	70	15	67
	R6a Generally, change within my department is managed well	72	70	71	73	46	88
	R6b Generally, change within the University of Reading is managed well	36	40	43	60	15	53
	R6c Generally, the process of change does not cause me concern and worry *	49	56	48	70	23	53
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	10	9	0	20
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	68	90	38	76
	R6f Generally, I think things will improve in the next 12 months	61	72	73	90	38	88
	R7 I feel action will be taken as a result of this survey	54	60	58	80	38	59

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

Internal benchmarking for Research & Enterprise Services

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Total number of respondents		2673	1096	42	11	13	17
Section	Question						
	S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to?						
	Being Treated Fairly / Diversity & Inclusion	4	4	4	0	0	13
	Communication	10	16	7	0	8	13
	Facilities / Environment	7	5	0	0	0	0
	Feeling Valued / Supported	7	6	0	0	0	0
	Health and Wellbeing	4	5	4	14	0	0
	Job Satisfaction	1	1	4	0	8	0
	Job Security	3	1	0	0	0	0
	Managing Change	3	5	4	0	8	0
Comment Themes	Management – Immediate / Local	3	2	0	0	0	0
	Pay & Benefits	9	10	0	0	0	0
	PAS / Re-organisation	15	11	22	29	8	38
	Relationships / Co-operation	3	4	11	29	8	0
	Role & Responsibilities	4	3	7	0	17	0
	Student / Internal Customer Satisfaction	2	1	0	0	0	0
	Senior Management	9	9	7	0	17	0
	Systems / Processes	8	6	15	29	17	0
	Training, Development & Progression	5	7	15	0	8	38
	Other	4	4	0	0	0	0

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

Internal benchmarking for Research & Enterprise Services

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Total Reds		18	16	15	10	45	12
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Total number of respondents		2673	1096	42	11	13	17
Section	Question						
	S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to?						
	Being Treated Fairly / Diversity & Inclusion	6	6	0	0	0	0
	Communication	1	1	0	0	0	0
	Facilities / Environment	12	13	14	17	25	0
	Feeling Valued / Supported	12	12	5	17	0	0
	Health and Wellbeing	5	5	0	0	0	0
	Job Satisfaction	14	13	14	17	13	14
	Job Security	3	3	10	0	13	14
Comment Themes (Continued)	Managing Change	0	1	0	0	0	0
	Management – Immediate / Local	5	4	14	17	13	14
	Pay & Benefits	4	5	10	17	13	0
	PAS / Re-organisation	1	1	0	0	0	0
	Relationships / Co-operation	16	15	10	0	0	29
	Role & Responsibilities	3	3	5	17	0	0
	Student / Internal Customer Satisfaction	3	3	0	0	0	0
	Senior Management	2	1	0	0	0	0
	Systems / Processes	1	1	0	0	0	0
	Training, Development & Progression	6	6	0	0	0	0
	Other	7	7	19	0	25	29

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

Appendix - User Guide

Types of survey questions

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

'Primary' and 'sub' questions

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

Example:

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

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

Example:

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

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

Questions on a four point scale

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

Example:

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

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

Non-scale questions

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

Example:

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

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

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

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

'Never' is considered the positive response.

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

'About right' is considered the positive response.

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

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

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

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

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

Negatively worded questions

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

Example:

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

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

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

Understanding the effect of rounding

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

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

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

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

EXAMPLE:

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

Values assigned to questions in order to rank responses

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

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

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

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

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

Calculation for average question score:

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

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.