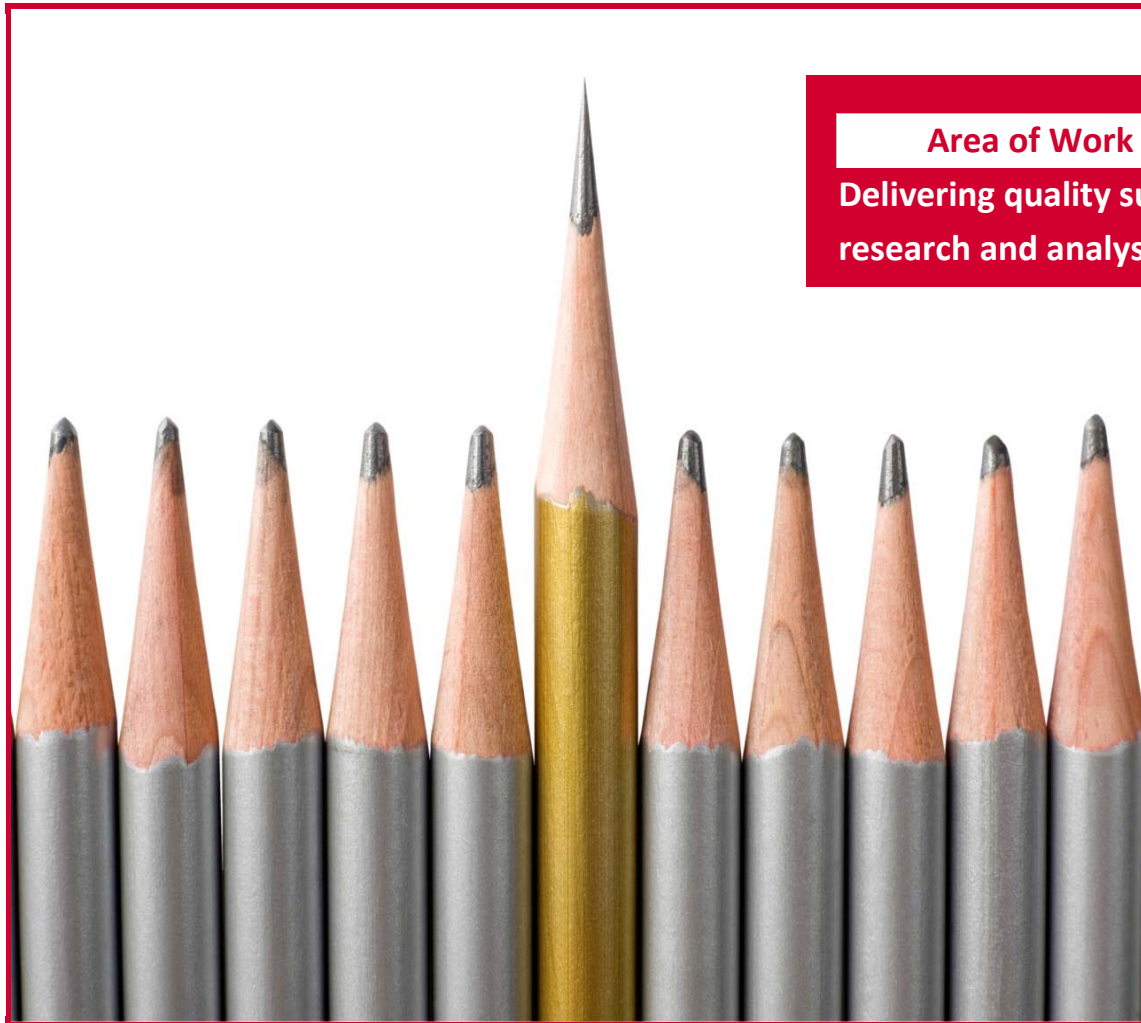**CAPITA**

University of Reading

Area of Work Report

Delivering quality survey, research and analysis solutions.

School of Agriculture Policy & Development

Employee Survey 2017
Project Number: 8046

May 2017

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

CAPITA

University of Reading

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University of Reading - School of Agriculture Policy & Development

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 51% i.e. 75 of the 148 employees in School of Agriculture Policy & Development responded to the survey.

Presentation of results

This report presents a summary of the results for School of Agriculture Policy & Development 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 School of Agriculture Policy & Development

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:	75
Question		AOW %
N1 I'm not currently being harassed or bullied at work? *		99
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^		98
L2 I feel safe and secure in my working environment		97
O6e The University of Reading respects people equally regardless of their sexual orientation		97
L1 I am satisfied that my personal safety is treated seriously at work		96
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students		96
O6c The University of Reading respects people equally regardless of their disability status		96
O6f The University of Reading respects people equally regardless of their religion or beliefs		96
D3 I am trusted to do my job		95
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 ^		95
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers		95
M1 I can decide on my own how to go about doing my work		95
O6b The University of Reading respects people equally regardless of their nationality / race		95
A5 I am able to take advantage of flexible working on an informal basis		93
D1d I have a clear understanding about expected standards of behaviour		93
I9 I feel my Department / School / Function delivers good quality service to students / internal customers		93
I12 Would you recommend the University of Reading to a friend as a place to study?		93
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 *		93
O6a The University of Reading respects people equally regardless of their gender		93

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

Part B - Least positive perceptions and areas identified for improvement for School of Agriculture Policy & Development

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: 75
Question	AOW %
M11 I never feel stressed at work *	7
R2 In my opinion the recent PAS changes were well planned	10
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	11
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	13
R1 The current pace of change in the University of Reading is about right	16
R3 In my opinion the recent PAS changes were well explained	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 *	24
N7 Are you aware of the University's Harassment Advisors?	24
Q6 I feel the University genuinely listens to staff views during consultations	28
R6b Generally, change within the University of Reading is managed well	28
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	29
R4 In my opinion other recent changes (not PAS) have been well planned	30
L7 Are you aware of the Employee Assistance Programme?	32
R6e Generally, I have seen some positive changes in the last 12 months	35
D8 I don't worry about work outside my working hours *	36
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	36
R6c Generally, the process of change does not cause me concern and worry *	36
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	37
R5 In my opinion other recent changes (not PAS) have been well explained	38
Q7 I am confident I will get feedback on my ideas or suggestions	39
D9 I don't find my current workload too much and I am not struggling to cope *	45
R7 I feel action will be taken as a result of this survey	45
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	47

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

Areas for improvement from the area of work   **Total number of responses:** 75

Question	AOW %
C3 I think my pay adequately reflects my performance	49

^ 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 +/-6%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than seven percentage points for this to be considered a real difference between the scores.

Part C - Strength report by section for School of Agriculture Policy & Development 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: **55**
■ 51% - 74% = Opportunity for improvement	No difference: **8**
■ 50% or lower = Needs improvement	Negative difference: **91**

Question	AOW %	UoR %	+/-
Total number of responses:	75	2673	
Section A: Work-Life Balance			
A5 I am able to take advantage of flexible working on an informal basis	93	80	13
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	92	82	10
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	84	77	7
A1 The University of Reading provides good support to help me balance my work and personal commitments	68	74	-6
A2 I feel I have a good work-life balance	62	70	-8
Section B: Job Satisfaction			
B2 Generally, I enjoy my work	91	92	-1
B1 The University of Reading is a good place to work	91	87	4
B3 My work is varied and interesting to me	89	91	-2
B12 I'm interested in the University of Reading, to me it's not just a job *	89	91	-2
B4 My work gives me a sense of personal achievement	88	86	2
B9 I feel valued by my colleagues	85	88	-3
B10 I feel valued by students / internal customers	81	85	-4
B7 I feel part of the University of Reading	77	76	1
B5 I feel inspired to do my best work every day	75	80	-5
B6 I feel I belong to a team	69	81	-12
B11 I feel my job security at the University of Reading is good	64	70	-6

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

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

	75% or higher = Strength	Positive difference:	55
	51% - 74% = Opportunity for improvement	No difference:	8
	50% or lower = Needs improvement	Negative difference:	91

| | Total number of responses: | 75 | 2673 | |
Question		AOW %	UoR %	+/-
Section B: Job Satisfaction				
B8 I feel valued by the University of Reading		59	59	0
Section C: Pay and Benefits				
C5 I am aware of the benefits offered by the University		67	71	-4
C4 I am aware of the University's arrangements for recognising and rewarding good performance		61	69	-8
C1 Overall, I feel the University of Reading offers a good pay and benefits package		61	68	-7
C2 I feel fairly paid for the work I do		53	60	-7
C3 I think my pay adequately reflects my performance		49	52	-3
Section D: Your Role				
D3 I am trusted to do my job		95	93	2
D1d I have a clear understanding about expected standards of behaviour		93	96	-3
D1c I have a clear understanding about expected standards of performance		88	91	-3
D1b I have a clear understanding about what I am expected to achieve in my job		87	89	-2
D1a I have a clear understanding about my role within the University of Reading		83	90	-7
D5 I have enough freedom to do what is necessary to put students / internal customers first every time		80	77	3
D2 I am satisfied with my current role and level of responsibility		77	76	1
D6 People are willing to help each other even if it means doing something outside their usual activities		73	82	-9
D11 I don't feel priorities are changed too frequently for me to work efficiently *		71	63	8
D4 The division of responsibilities between staff in my work area feels fair		70	68	2
D10 I have adequate resources to complete my work		60	67	-7
D9 I don't find my current workload too much and I am not struggling to cope *		45	61	-16
D8 I don't worry about work outside my working hours *		36	39	-3
D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *		24	33	-9
Section E: Considering Leaving				
E2 I'm not actively seeking to leave my job here at the University *		83	82	1
E1 I don't think about leaving the University *		62	65	-3
Section F: Performance Development Review (PDR)				
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^		98	85	13
F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^		79	74	5
F3 Was your Performance Development Review (PDR) useful for you? ^		77	68	9
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^		72	75	-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:	55
No difference:	8
Negative difference:	91

Question	Total number of responses:	75	2673	
		AOW %	UoR %	+/-
Section F: Performance Development Review (PDR)				
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^		65	64	1
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^		47	43	4
Section G: Learning and Development				
G3 I have received sufficient training to enable me to do my job well		80	80	0
G1 I feel that I am given the same opportunities to develop as other staff		76	78	-2
G2 I am satisfied with my current level of learning and development		74	75	-1
G4 Overall, I feel that the University of Reading provides appropriate development opportunities		73	77	-4
Section H: University Executive Board (UEB)				
H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers		76	69	7
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		72	76	-4
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		70	69	1
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		58	69	-11
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well		51	61	-10
H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff		29	43	-14
Section I: Culture and Values				
I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^		95	85	10
I9 I feel my Department / School / Function delivers good quality service to students / internal customers		93	92	1
I12 Would you recommend the University of Reading to a friend as a place to study?		93	89	4
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 ^		92	88	4
I8 I feel the University of Reading delivers good quality service to students / internal customers		90	83	7
I10 I feel proud to work for the University of Reading		84	85	-1
I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^		83	81	2
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 ^		82	92	-10
I11 Would you recommend the University of Reading to a friend as a place to work?		82	81	1

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

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

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

Positive difference:	55
No difference:	8
Negative difference:	91

Total number of responses:	75	2673	
Question	AOW %	UoR %	+/-
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 ^	82	76	6
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 ^	72	64	8
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	69	64	5
I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^	67	69	-2
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 ^	67	64	3
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 ^	62	63	-1
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	57	70	-13
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	53	63	-10
Section J: Your School or Function Leadership			
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	95	85	10
J1 My School / Function Leadership Team manage and lead our School / Function well	92	83	9
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	92	76	16
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	91	81	10
J4 My School / Function Leadership Team listen to and respond to the views of staff	83	75	8
Section K: Your Manager / Supervisor			
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	89	93	-4
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	88	93	-5
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	88	0
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	87	81	6
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	85	90	-5
K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well	85	86	-1
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	85	79	6

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

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

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

Positive difference:	55
No difference:	8
Negative difference:	91

Question	Total number of responses:	75	2673	
		AOW %	UoR %	+/-
Section K: Your Manager / Supervisor				
K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well		78	84	-6
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance		75	79	-4
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		72	81	-9
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		70	72	-2
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		65	74	-9
Section L: Health, Safety and Wellbeing				
L2 I feel safe and secure in my working environment		97	96	1
L1 I am satisfied that my personal safety is treated seriously at work		96	95	1
L6 The University provides a satisfying work environment		84	79	5
L3 I feel the University is interested in my physical wellbeing		78	78	0
L4 I feel the University is interested in my mental wellbeing		59	68	-9
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing		54	62	-8
L7 Are you aware of the Employee Assistance Programme?		32	40	-8
Section M: Working at the University				
M1 I can decide on my own how to go about doing my work		95	93	2
M10 I have a place I can go to take a break at work		87	78	9
M3 I am satisfied with the support I get from my work colleagues		82	90	-8
M2 I am satisfied with the support I get from my immediate manager		81	86	-5
M7 I have the right equipment to do my job		81	83	-2
M12 Overall, I don't feel unduly stressed at work * ^		76	69	7
M9 I am able to take regular breaks on most days		74	69	5
M5 Relationships at work are not strained *		67	75	-8
M6 I am able to handle all the conflicting demands on my time at work *		65	66	-1
M4 There are usually sufficient people in the team I am working in to handle our workload		59	61	-2
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *		36	54	-18
M11 I never feel stressed at work *		7	9	-2
Section N: Harassment and Bullying				
N1 I'm not currently being harassed or bullied at work? *		99	97	2
N7 Are you aware of the University's Harassment Advisors?		24	35	-11

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

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

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

Positive difference:	55
No difference:	8
Negative difference:	91

Question	AOW %	UoR %	+/-
Total number of responses:	75	2673	
Section N: Harassment and Bullying			
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	13	23	-10
Section O: Diversity and Inclusion			
O6e The University of Reading respects people equally regardless of their sexual orientation	97	98	-1
O6f The University of Reading respects people equally regardless of their religion or beliefs	96	98	-2
O6c The University of Reading respects people equally regardless of their disability status	96	96	0
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	96	95	1
O6b The University of Reading respects people equally regardless of their nationality / race	95	95	0
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 *	93	96	-3
O6a The University of Reading respects people equally regardless of their gender	93	92	1
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	92	94	-2
O6d The University of Reading respects people equally regardless of their age	90	92	-2
O7 I have not felt discriminated against at work in the last 12 months? *	89	92	-3
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	89	91	-2
O2 I am aware of the University's priorities for Diversity and Inclusion	88	91	-3
O5a In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff *	87	90	-3
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	79	82	-3
Section P: Communication			
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	90	89	1
P1a I receive information in a timely way in regard to local issues in my area of work	83	81	2
P2b The information I receive is straightforward and I understand it in regard to wider University issues	76	80	-4
P1b I receive information in a timely way in regard to wider University issues	71	76	-5
P5 On the whole, communication in the University of Reading is effective	63	60	3
P3 There are opportunities for me to feed my views upwards in the University of Reading	62	57	5
P6 Communication between senior management and staff is effective	58	54	4
P4 I know where to find information about important decisions made at the University of Reading	56	56	0
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	37	42	-5

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

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

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

Positive difference:	55
No difference:	8
Negative difference:	91

Question	Total number of responses:	75	2673	
		AOW %	UoR %	+/-
Section Q: Staff Involvement				
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so		74	72	2
Q8a I feel there is good co-operation between teams in my department		73	83	-10
Q2 I feel able to voice my opinions		72	71	1
Q4 I am personally encouraged to look for ways to improve the way we do things		69	69	0
Q1 I feel there are adequate opportunities to raise points of concern		63	64	-1
Q8b I feel there is good co-operation between different departments		61	62	-1
Q5 I am confident my ideas or suggestions will be listened to		54	60	-6
Q7 I am confident I will get feedback on my ideas or suggestions		39	51	-12
Q6 I feel the University genuinely listens to staff views during consultations		28	43	-15
Section R: Managing Change				
R6a Generally, change within my department is managed well		84	72	12
R6f Generally, I think things will improve in the next 12 months		52	61	-9
R7 I feel action will be taken as a result of this survey		45	54	-9
R5 In my opinion other recent changes (not PAS) have been well explained		38	39	-1
R6c Generally, the process of change does not cause me concern and worry *		36	49	-13
R6e Generally, I have seen some positive changes in the last 12 months		35	55	-20
R4 In my opinion other recent changes (not PAS) have been well planned		30	38	-8
R6b Generally, change within the University of Reading is managed well		28	36	-8
R3 In my opinion the recent PAS changes were well explained		17	25	-8
R1 The current pace of change in the University of Reading is about right		16	27	-11
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *		11	18	-7
R2 In my opinion the recent PAS changes were well planned		10	17	-7

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

Part D - Frequency Charts for School of Agriculture Policy & Development

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 School of Agriculture Policy & Development

Section A: Work-Life Balance

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

| 31 | 36 | 23 | 9 |
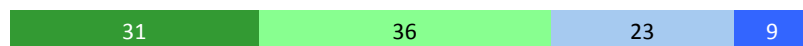
Total Responses: 74

Positive %: 68

A2 I feel I have a good work-life balance

| 31 | 31 | 28 | 9 |

Total Responses: 74

Positive %: 62

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

| 47 | 37 | 9 | 7 |

Total Responses: 75

Positive %: 84

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

| 49 | 43 | 4 | 4 |

Total Responses: 75

Positive %: 92

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

| 55 | 38 | 3 | 4 |

Total Responses: 74

Positive %: 93

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section B: Job Satisfaction

B1 The University of Reading is a good place to work

| 48 | 43 | 7 | 3 |
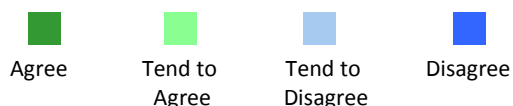
Total Responses: 75
Positive %: 91

B2 Generally, I enjoy my work

| 56 | 35 | 5 | 4 |

Total Responses: 75
Positive %: 91

B3 My work is varied and interesting to me

| 56 | 33 | 9 | 1 |

Total Responses: 75
Positive %: 89

B4 My work gives me a sense of personal achievement

| 52 | 36 | 11 | 1 |

Total Responses: 75
Positive %: 88

B5 I feel inspired to do my best work every day

| 32 | 43 | 20 | 5 |

Total Responses: 75
Positive %: 75

B6 I feel I belong to a team

| 31 | 39 | 21 | 9 |
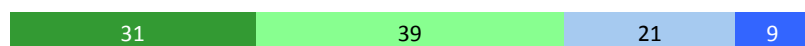
Total Responses: 75
Positive %: 69

B7 I feel part of the University of Reading

| 27 | 50 | 12 | 11 |
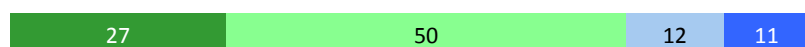
Total Responses: 74
Positive %: 77

B8 I feel valued by the University of Reading

| 13 | 45 | 25 | 16 |

Total Responses: 75
Positive %: 59

B9 I feel valued by my colleagues

| 40 | 45 | 12 | 3 |

Total Responses: 75
Positive %: 85
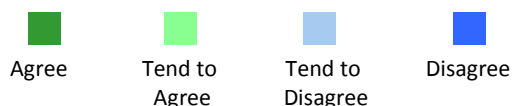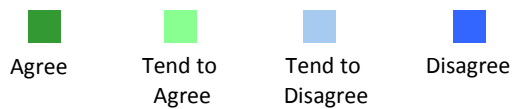
Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section B: Job Satisfaction

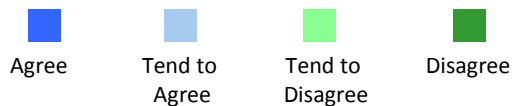**B10 I feel valued by students / internal customers**

29	52	14	4
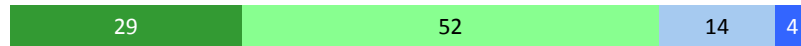
Total Responses: 69

Positive %: 81

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

20	43	18	19

Total Responses: 74

Positive %: 64

■ 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

11	29	60

0

Total Responses: 75

Positive %: 89

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

Part D - Frequency Charts for School of Agriculture Policy & Development

Section C: Pay and Benefits

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

12	49	31	8

Total Responses: 75

Positive %: 61

C2 I feel fairly paid for the work I do

12	41	37	9

Total Responses: 75

Positive %: 53

C3 I think my pay adequately reflects my performance

9	40	37	13
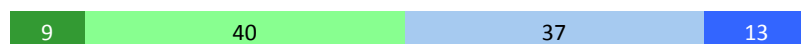
Total Responses: 75

Positive %: 49

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

20	41	24	15

Total Responses: 74

Positive %: 61

C5 I am aware of the benefits offered by the University
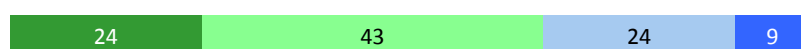
24	43	24	9

Total Responses: 75

Positive %: 67
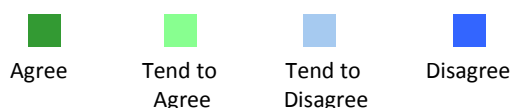
Agree	Tend to Agree	Tend to Disagree	Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section D: Your Role

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

	Total Responses:	Positive %:
56 · 27 · 16 · 1	75	83

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

	Total Responses:	Positive %:
63 · 24 · 12 · 1	75	87

D1c I have a clear understanding about expected standards of performance

	Total Responses:	Positive %:
53 · 35 · 9 · 3	75	88

D1d I have a clear understanding about expected standards of behaviour

	Total Responses:	Positive %:
67 · 27 · 5 · 1	75	93

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

	Total Responses:	Positive %:
39 · 39 · 17 · 5	75	77

D3 I am trusted to do my job

	Total Responses:	Positive %:
71 · 24 · 4 · 1	75	95

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

	Total Responses:	Positive %:
30 · 41 · 19 · 11	74	70

Agree	Tend to Agree	Tend to Disagree	Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section D: Your Role

	Total Responses:	Positive %:
D5 I have enough freedom to do what is necessary to put students / internal customers first every time		
26 / 54 / 12 / 8	65	80
D6 People are willing to help each other even if it means doing something outside their usual activities		
26 / 47 / 22 / 5	73	73

Agree | Tend to Agree | Tend to Disagree | Disagree

	Total Responses:	Positive %:
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		
49 / 27 / 19 / 5	75	24
D8 I often worry about work outside my working hours		
36 / 28 / 25 / 11	75	36
D9 I find my current workload too much and I am struggling to cope		
16 / 39 / 29 / 16	75	45

Agree | Tend to Agree | Tend to Disagree | Disagree

	Total Responses:	Positive %:
D10 I have adequate resources to complete my work		
13 / 47 / 28 / 12	75	60

Agree | Tend to Agree | Tend to Disagree | Disagree

	Total Responses:	Positive %:
D11 I feel priorities are changed too frequently for me to work efficiently		
9 / 20 / 47 / 24	75	71

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section E: Considering Leaving

E1 I often think about leaving the University

				Total Responses:	Positive %:
15	23	34	28	74	62

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

				Total Responses:	Positive %:
7	11	20	63	75	83

Agree   Tend to   Tend to   Disagree
               Agree   Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section F: Performance Development Review (PDR)

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

89	11

Total Responses: 75

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

72	28

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

Total Responses: 67

Positive %: 72

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

77	23

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

Total Responses: 48

Positive %: 77

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

98	2

(based on the number of respondents answering 'Yes' to F2)
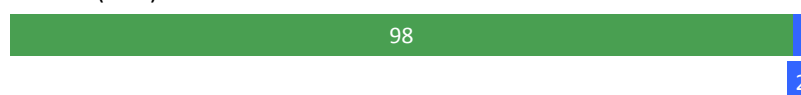
Total Responses: 48

Positive %: 98

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

65	35

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

Total Responses: 46

Positive %: 65

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

79	21

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

Total Responses: 48

Positive %: 79

■ 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?

47	21	32

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

Total Responses: 19

Positive %: 47

■ Yes   ■ No   ■ Not Sure

Part D - Frequency Charts for School of Agriculture Policy & Development

Section G: Learning and Development

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

28	47	19	5
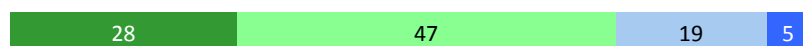
Total Responses: 74

Positive %: 76

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

27	47	22	4

Total Responses: 74

Positive %: 74

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

32	48	19	1
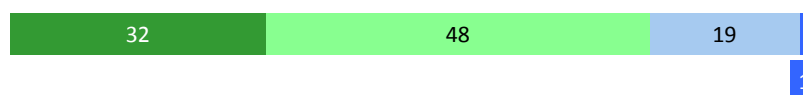
Total Responses: 75

Positive %: 80

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

25	48	21	5

Total Responses: 75

Positive %: 73

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section H: University Executive Board (UEB)

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

				Total Responses:	Positive %:
10	41	35	14	71	51

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 %:
10	60	22	8	73	70

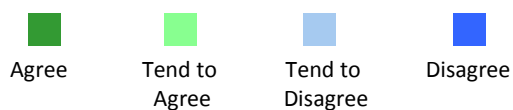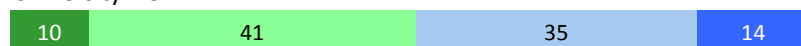H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers

				Total Responses:	Positive %:
10	66	18	6	68	76

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

				Total Responses:	Positive %:
6	24	40	31	68	29

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

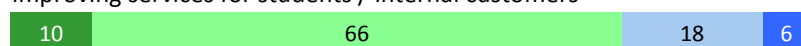|				Total Responses:	Positive %:
7	51	28	14	69	58

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
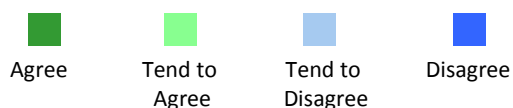
				Total Responses:	Positive %:
10	62	22	6	69	72

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section I: Culture and Values

I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?
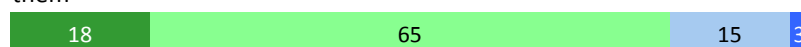
Total Responses:	Positive %:
75	57

Bar: 5 | 52 | 43

■ 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

Total Responses:	Positive %:
40	83

Bar: 18 | 65 | 15 | 3

(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

Total Responses:	Positive %:
39	72

Bar: 13 | 59 | 26 | 3

(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

Total Responses:	Positive %:
39	62

Bar: 10 | 51 | 28 | 10

(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

Total Responses:	Positive %:
39	67

Bar: 10 | 56 | 21 | 13

(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

Total Responses:	Positive %:
36	67

Bar: 14 | 53 | 25 | 8

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

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

Part D - Frequency Charts for School of Agriculture Policy & Development

Section I: Culture and Values

	Total Responses:	Positive %:

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

| 11 | 58 | 31 | 0 | | 36 | 69 |

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

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

| 29 | 61 | 9 | 1 | | 70 | 90 |

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

| 56 | 38 | 6 | 1 | | 72 | 93 |

I10 I feel proud to work for the University of Reading

| 42 | 42 | 14 | 3 | | 74 | 84 |

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

| 45 | 37 | 11 | 7 | | 73 | 82 |

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

| 51 | 42 | 4 | 3 | | 73 | 93 |

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

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

| 53 | 47 | | 75 | 53 |

■ Yes   ■ No

Part D - Frequency Charts for School of Agriculture Policy & Development

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 %:
34		82

15	68	12	6

(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 %:
39		95

49	46	3	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 %:
39		92

56	36	5	3

(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 %:
39		82

44	38	15	3

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

Agree | Tend to Agree | Tend to Disagree | Disagree
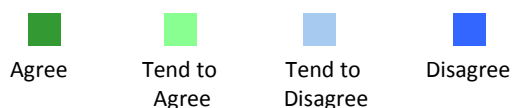
Part D - Frequency Charts for School of Agriculture Policy & Development

Section J: Your School or Function Leadership

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

64	28	7	1

Total Responses: 75   Positive %: 92

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

56	36	7	1

Total Responses: 75   Positive %: 92

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

59	36	4	1

Total Responses: 73   Positive %: 95

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

59	24	15	3

Total Responses: 75   Positive %: 83

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

51	40	7	1

Total Responses: 70   Positive %: 91

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section K: Your Manager / Supervisor

	Total Responses:	Positive %:
K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well		
50 / 35 / 11 / 4	74	85
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		
65 / 23 / 7 / 5	75	88
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable		
71 / 17 / 5 / 7	75	88
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		
69 / 20 / 4 / 7	75	89
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		
68 / 17 / 12 / 3	75	85
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		
58 / 20 / 16 / 5	74	78
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance		
51 / 24 / 19 / 7	75	75
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		
47 / 19 / 25 / 9	75	65
K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about		
49 / 23 / 13 / 15	75	72

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

Part D - Frequency Charts for School of Agriculture Policy & Development

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

46	23	19	12

Total Responses: 69

Positive %: 70

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

55	32	7	7

Total Responses: 75

Positive %: 87

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

58	27	8	7

Total Responses: 74

Positive %: 85

Agree   Tend to Agree   Tend to Disagree   Disagree
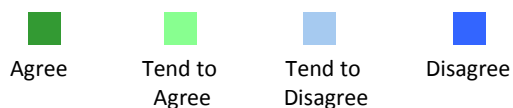
Part D - Frequency Charts for School of Agriculture Policy & Development

Section L: Health, Safety and Wellbeing

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

	Total Responses:	Positive %:
	75	96

80 | 16 | 3
1

L2 I feel safe and secure in my working environment

	Total Responses:	Positive %:
	75	97

85 | 12
1 | 1

L3 I feel the University is interested in my physical wellbeing

	Total Responses:	Positive %:
	74	78

39 | 39 | 18 | 4

L4 I feel the University is interested in my mental wellbeing

	Total Responses:	Positive %:
	74	59

24 | 35 | 32 | 8

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

	Total Responses:	Positive %:
	74	54

15 | 39 | 32 | 14

L6 The University provides a satisfying work environment

	Total Responses:	Positive %:
	75	84

28 | 56 | 12 | 4

Agree | Tend to Agree | Tend to Disagree | Disagree

L7 Are you aware of the Employee Assistance Programme?

	Total Responses:	Positive %:
	75	32

32 | 68

Yes | No

Part D - Frequency Charts for School of Agriculture Policy & Development

Section M: Working at the University

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

			Total Responses:	Positive %:
			75	95

65	29	4	1

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

			Total Responses:	Positive %:
			75	81

59	23	12	7

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

			Total Responses:	Positive %:
			74	82

46	36	12	5

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

			Total Responses:	Positive %:
			73	59

21	38	27	14

Agree | Tend to Agree | Tend to Disagree | Disagree

M5 Relationships at work are strained
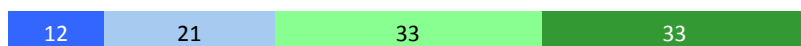
			Total Responses:	Positive %:
			75	67

12	21	33	33

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

			Total Responses:	Positive %:
			75	65

11	24	48	17

Agree | Tend to Agree | Tend to Disagree | Disagree

M7 I have the right equipment to do my job

			Total Responses:	Positive %:
			75	81

33	48	15	4

Agree | Tend to Agree | Tend to Disagree | Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section M: Working at the University

M8 I am required to do unimportant tasks which prevent me completing more important ones
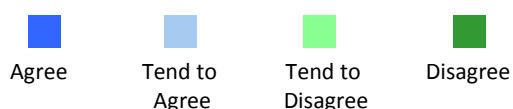
27	36	30	7

Total Responses: 74

Positive %: 36

Agree | Tend to Agree | Tend to Disagree | Disagree

M9 I am able to take regular breaks on most days

35	39	12	14

Total Responses: 74

Positive %: 74

M10 I have a place I can go to take a break at work
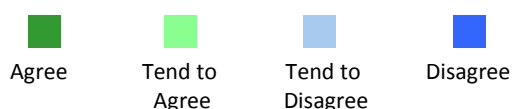
63	24	8	5

Total Responses: 75

Positive %: 87

Agree | Tend to Agree | Tend to Disagree | Disagree

M11 I feel stressed at work

3	39	52	7

Total Responses: 75

Positive %: 7
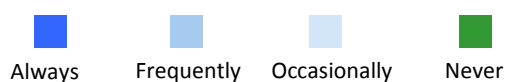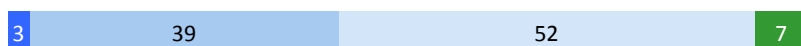
Always | Frequently | Occasionally | Never

M12 Overall, I feel unduly stressed at work

24	76

Total Responses: 68

Positive %: 76

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

Yes | No

Part D - Frequency Charts for School of Agriculture Policy & Development

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?
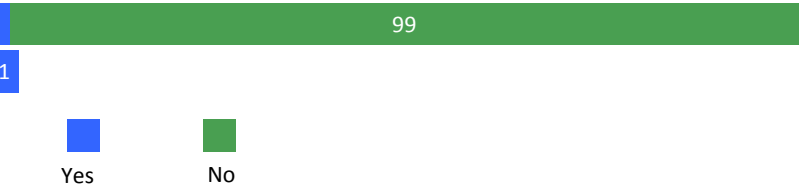
	Total Responses:	Positive %:
	75	99

99

1

Yes — No

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

	Total Responses:	Positive %:
	75	13

13 87
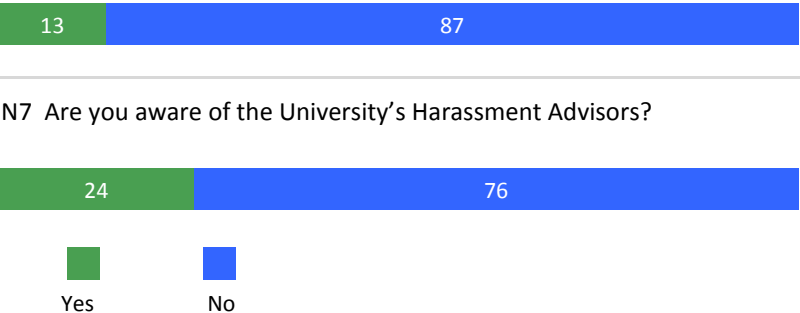
N7 Are you aware of the University's Harassment Advisors?

	Total Responses:	Positive %:
	74	24

24 76

Yes — No
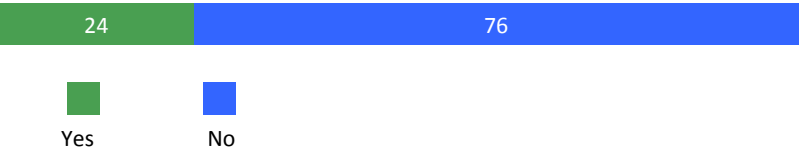
Part D - Frequency Charts for School of Agriculture Policy & Development

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 %:
75	89

Bar: 60 | 29 | 7 | 4

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

Total Responses:	Positive %:
74	88

Bar: 53 | 35 | 9 | 3

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

Total Responses:	Positive %:
74	96

Bar: 65 | 31 | 3 | 1

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 %:
73	92

Bar: 59 | 33 | 4 | 4

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 %:
73	79

Bar: 47 | 33 | 15 | 5

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

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

Total Responses:	Positive %:
75	87

Bar: 4 | 9 | 7 | 80

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 %:
73	93

Bar: 5 | 4 | 1 | 89

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

Part D - Frequency Charts for School of Agriculture Policy & Development

Section O: Diversity and Inclusion

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

66	27	3	4

Total Responses: 74

Positive %: 93

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

73	22	3	3

Total Responses: 74

Positive %: 95

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

76	20	3
	1

Total Responses: 74

Positive %: 96

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

73	18	5	4

Total Responses: 73

Positive %: 90

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

80	18	
	1	1

Total Responses: 74

Positive %: 97

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

79	16	3
	1

Total Responses: 73

Positive %: 96

Agree   Tend to Agree   Tend to Disagree   Disagree
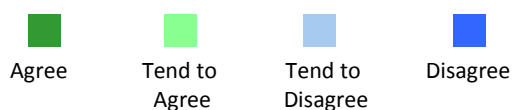
O7 Have you felt discriminated against at work in the last 12 months?

11	89

Total Responses: 74

Positive %: 89

Yes   No

Part D - Frequency Charts for School of Agriculture Policy & Development

Section P: Communication

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

| 36 | 47 | 15 | 3 |

Total Responses: 75   Positive %: 83

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

| 31 | 40 | 25 | 4 |
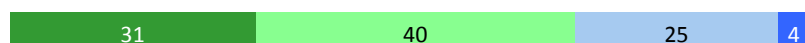
Total Responses: 75   Positive %: 71

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

| 42 | 48 | 5 | 4 |

Total Responses: 73   Positive %: 90

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

| 30 | 46 | 23 | 1 |
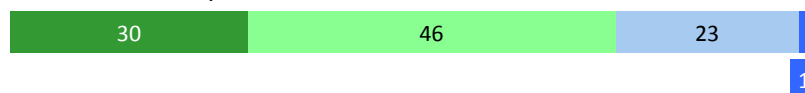
Total Responses: 74   Positive %: 76

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

| 16 | 46 | 27 | 11 |

Total Responses: 74   Positive %: 62

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

| 17 | 39 | 32 | 12 |

Total Responses: 75   Positive %: 56

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

| 14 | 49 | 25 | 13 |

Total Responses: 72   Positive %: 63

P6 Communication between senior management and staff is effective

| 11 | 47 | 23 | 19 |

Total Responses: 73   Positive %: 58

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

| 7 | 30 | 49 | 14 |

Total Responses: 70   Positive %: 37

Agree   Tend to Agree   Tend to Disagree   Disagree
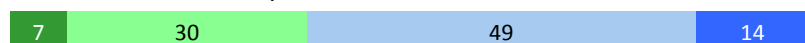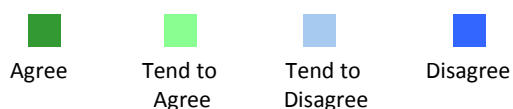
Part D - Frequency Charts for School of Agriculture Policy & Development

Section Q: Staff Involvement

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

Agree	Tend to Agree	Tend to Disagree	Disagree
12	51	32	5

Total Responses: 73
Positive %: 63

Q2 I feel able to voice my opinions

Agree	Tend to Agree	Tend to Disagree	Disagree
19	53	24	4
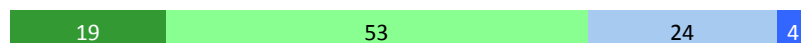
Total Responses: 72
Positive %: 72

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

Agree	Tend to Agree	Tend to Disagree	Disagree
22	51	22	4

Total Responses: 72
Positive %: 74

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

Agree	Tend to Agree	Tend to Disagree	Disagree
24	46	24	7
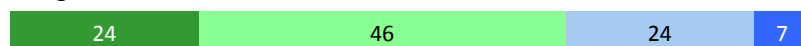
Total Responses: 72
Positive %: 69

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

Agree	Tend to Agree	Tend to Disagree	Disagree
15	38	37	10

Total Responses: 71
Positive %: 54

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

Agree	Tend to Agree	Tend to Disagree	Disagree
8	20	45	27

Total Responses: 71
Positive %: 28

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

Agree	Tend to Agree	Tend to Disagree	Disagree
12	28	42	19
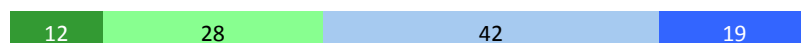
Total Responses: 69
Positive %: 39

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

Agree	Tend to Agree	Tend to Disagree	Disagree
43	30	24	3

Total Responses: 74
Positive %: 73

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

Agree	Tend to Agree	Tend to Disagree	Disagree
13	48	37	3

Total Responses: 71
Positive %: 61

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

Part D - Frequency Charts for School of Agriculture Policy & Development

Section R: Managing Change

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

16	38	3	42

Total Responses:	Positive %:
73	16

About Right   Too Fast   Too Slow   No Opinion

R2 In my opinion the recent PAS changes were well planned

9	21	69
1

Total Responses:	Positive %:
68	10

R3 In my opinion the recent PAS changes were well explained

16	22	61
1

Total Responses:	Positive %:
69	17

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

5	25	40	30

Total Responses:	Positive %:
63	30

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

5	33	31	31

Total Responses:	Positive %:
64	38

R6a Generally, change within my department is managed well

38	45	10	7

Total Responses:	Positive %:
73	84

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

3	25	49	23

Total Responses:	Positive %:
71	28

Agree   Tend to Agree   Tend to Disagree   Disagree

Part D - Frequency Charts for School of Agriculture Policy & Development

Section R: Managing Change

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

| 22 | 42 | 23 | 14 |

Total Responses: 74   Positive %: 36

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

| 29 | 60 | 10 |
| 1 |
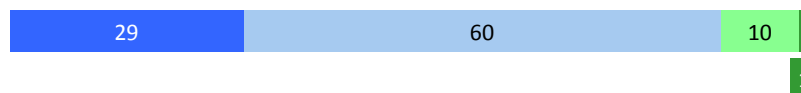
Total Responses: 72   Positive %: 11

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

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

| 3 | 32 | 43 | 22 |

Total Responses: 69   Positive %: 35

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

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

| 3 | 49 | 33 | 15 |

Total Responses: 67   Positive %: 52

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

| 4 | 41 | 37 | 18 |

Total Responses: 73   Positive %: 45

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

Part E - Comment Themes for School of Agriculture Policy & Development

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	1
Facilities / Environment	2
Feeling Valued / Supported	2
Job Security	1
Management – Immediate / Local	3
Pay & Benefits	3
PAS / Re-organisation	22
Relationships / Co-operation	3
Role & Responsibilities	4
Senior Management	3
Systems / Processes	4
Training, Development & Progression	5
Other	1

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

Comment Theme	Count of theme
Being Treated Fairly / Diversity & Inclusion	3
Facilities / Environment	4
Feeling Valued / Supported	7
Health and Wellbeing	2
Job Satisfaction	10
Management – Immediate / Local	2
Pay & Benefits	3
PAS / Re-organisation	1
Relationships / Co-operation	10
Role & Responsibilities	1
Student / Internal Customer Satisfaction	3
Systems / Processes	1
Training, Development & Progression	3
Other	6

Part F - Survey Results Ranked By Degree of Importance to Respondents for School of Agriculture Policy & Development

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	68	1.43
2	R3	In my opinion the recent PAS changes were well explained	69	1.58
3	D7	I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	75	1.80
4	R6d	Generally, more could be done to help staff prepare for and cope with change	72	1.83
5	H4	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	68	2.04
6	R4	In my opinion other recent changes (not PAS) have been well planned	63	2.05
7	R6b	Generally, change within the University of Reading is managed well	71	2.08
8	Q6	I feel the University genuinely listens to staff views during consultations	71	2.10
9	D8	I often worry about work outside my working hours	75	2.11
10	R5	In my opinion other recent changes (not PAS) have been well explained	64	2.11
11	R6e	Generally, I have seen some positive changes in the last 12 months	69	2.16
12	M8	I am required to do unimportant tasks which prevent me completing more important ones	74	2.16
13	R6c	Generally, the process of change causes me concern and worry	74	2.28
14	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	70	2.30
15	R7	I feel action will be taken as a result of this survey	73	2.32
16	Q7	I am confident I will get feedback on my ideas or suggestions	69	2.32
17	R6f	Generally, I think things will improve in the next 12 months	67	2.40
18	C3	I think my pay adequately reflects my performance	75	2.45
19	D9	I find my current workload too much and I am struggling to cope	75	2.45
20	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	71	2.46
21	P6	Communication between senior management and staff is effective	73	2.49
22	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	2.51
23	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	74	2.55
24	B8	I feel valued by the University of Reading	75	2.56

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
25	C2	I feel fairly paid for the work I do	75	2.56
26	Q5	I am confident my ideas or suggestions will be listened to	71	2.59
27	D10	I have adequate resources to complete my work	75	2.61
28	P4	I know where to find information about important decisions made at the University of Reading	75	2.61
29	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	39	2.62
30	P5	On the whole, communication in the University of Reading is effective	72	2.64
31	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	39	2.64
32	B11	I feel my job security at the University of Reading is good	74	2.65
33	C1	Overall, I feel the University of Reading offers a good pay and benefits package	75	2.65
34	M4	There are usually sufficient people in the team I am working in to handle our workload	73	2.66
35	C4	I am aware of the University's arrangements for recognising and rewarding good performance	74	2.66
36	P3	There are opportunities for me to feed my views upwards in the University of Reading	74	2.68
37	Q1	I feel there are adequate opportunities to raise points of concern	73	2.70
38	Q8b	I feel there is good co-operation between different departments	71	2.70
39	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	73	2.71
40	M6	I am unable to handle all the conflicting demands on my time at work	75	2.72
41	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	36	2.72
42	E1	I often think about leaving the University	74	2.76
43	L4	I feel the University is interested in my mental wellbeing	74	2.76
44	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	69	2.77
45	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	36	2.81
46	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	68	2.81
47	C5	I am aware of the benefits offered by the University	75	2.81
48	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	39	2.82
49	A2	I feel I have a good work-life balance	74	2.84
50	D11	I feel priorities are changed too frequently for me to work efficiently	75	2.85
51	Q4	I am personally encouraged to look for ways to improve the way we do things	72	2.86
52	Q2	I feel able to voice my opinions	72	2.88
53	M5	Relationships at work are strained	75	2.88
54	A1	The University of Reading provides good support to help me balance my work and personal commitments	74	2.89

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
55	D4	The division of responsibilities between staff in my work area feels fair	74	2.89
56	B6	I feel I belong to a team	75	2.91
57	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	34	2.91
58	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	2.92
59	D6	People are willing to help each other even if it means doing something outside their usual activities	73	2.93
60	B7	I feel part of the University of Reading	74	2.93
61	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	75	2.93
62	M9	I am able to take regular breaks on most days	74	2.96
63	G2	I am satisfied with my current level of learning and development	74	2.97
64	P1b	I receive information in a timely way in regard to wider University issues	75	2.97
65	I2	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them	40	2.98
66	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	65	2.98
67	G1	I feel that I am given the same opportunities to develop as other staff	74	2.99
68	B5	I feel inspired to do my best work every day	75	3.01
69	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	75	3.03
70	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	74	3.04
71	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	69	3.04
72	B10	I feel valued by students / internal customers	69	3.06
73	K9	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	75	3.07
74	L6	The University provides a satisfying work environment	75	3.08
75	D2	I am satisfied with my current role and level of responsibility	75	3.11
76	G3	I have received sufficient training to enable me to do my job well	75	3.11
77	M7	I have the right equipment to do my job	75	3.11
78	L3	I feel the University is interested in my physical wellbeing	74	3.14
79	Q8a	I feel there is good co-operation between teams in my department	74	3.14
80	R6a	Generally, change within my department is managed well	73	3.15
81	P1a	I receive information in a timely way in regard to local issues in my area of work	75	3.16
82	I8	I feel the University of Reading delivers good quality service to students / internal customers	70	3.17
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	75	3.19
84	I11	Would you recommend the University of Reading to a friend as a place to work?	73	3.21
85	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	73	3.21
86	B9	I feel valued by my colleagues	75	3.23

Rank-ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
87	I10	I feel proud to work for the University of Reading	74	3.23
88	M3	I am satisfied with the support I get from my work colleagues	74	3.23
89	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	39	3.23
90	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	75	3.24
91	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	73	3.29
92	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	74	3.31
93	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	74	3.31
94	M2	I am satisfied with the support I get from my immediate manager	75	3.33
95	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	75	3.35
96	B1	The University of Reading is a good place to work	75	3.36
97	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	74	3.36
98	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	75	3.37
99	D1a	I have a clear understanding about my role within the University of Reading	75	3.37
100	O2	I am aware of the University's priorities for Diversity and Inclusion	74	3.38
101	B4	My work gives me a sense of personal achievement	75	3.39
102	D1c	I have a clear understanding about expected standards of performance	75	3.39
103	E2	I am actively seeking to leave my job here at the University	75	3.39
104	J4	My School / Function Leadership Team listen to and respond to the views of staff	75	3.39
105	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	39	3.41
106	I12	Would you recommend the University of Reading to a friend as a place to study?	73	3.41
107	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	70	3.41
108	B2	Generally, I enjoy my work	75	3.43
109	B3	My work is varied and interesting to me	75	3.44
110	M10	I have a place I can go to take a break at work	75	3.44
111	A5	I am able to take advantage of flexible working on an informal basis	74	3.45
112	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	75	3.45
113	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	39	3.46
114	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	73	3.47
115	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	75	3.47

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	72	3.47
117	D1b	I have a clear understanding about what I am expected to achieve in my job	75	3.48
118	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	75	3.48
119	B12	I'm not interested in the University of Reading, to me it's just a job	75	3.49
120	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	75	3.51
121	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	75	3.52
122	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	75	3.52
123	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	73	3.52
124	J1	My School / Function Leadership Team manage and lead our School / Function well	75	3.55
125	O6a	The University of Reading respects people equally regardless of their gender	74	3.55
126	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	74	3.58
127	D1d	I have a clear understanding about expected standards of behaviour	75	3.59
128	M1	I can decide on my own how to go about doing my work	75	3.59
129	O6d	The University of Reading respects people equally regardless of their age	73	3.59
130	O5a	In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by another member of staff	75	3.63
131	D3	I am trusted to do my job	75	3.64
132	O6b	The University of Reading respects people equally regardless of their nationality / race	74	3.65
133	O6c	The University of Reading respects people equally regardless of their disability status	74	3.70
134	O6f	The University of Reading respects people equally regardless of their religion or beliefs	73	3.73
135	L1	I am satisfied that my personal safety is treated seriously at work	75	3.73
136	O6e	The University of Reading respects people equally regardless of their sexual orientation	74	3.76
137	O5b	In the last 12 months I have been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student	73	3.77
138	L2	I feel safe and secure in my working environment	75	3.81
			Average:	*2.99*

Part G - Internal benchmarking for School of Agriculture Policy & Development

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 School of Agriculture Policy & Development

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	Academic School	School of Agriculture Policy & Development	Agri-Environment	Agri-Food Economics & Social Science	Animal Dairy & Food Chain Sciences	Crop Production	Farm Commercial	All other SAPD
Total Reds		18	24	24	24	30	37	29		35
Total Greens		84	79	79	101	89	61	80		82
Total number of respondents		2673	1280	75	10	22	13	13	<10	10
Section	Question									
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	65	68	70	67	77	77		70
	A2 I feel I have a good work-life balance	70	59	62	67	55	77	77		70
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	77	84	70	82	85	92		90
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	84	92	100	82	100	100		90
	A5 I am able to take advantage of flexible working on an informal basis	80	83	93	100	86	100	100		90
Job Satisfaction	B1 The University of Reading is a good place to work	87	84	91	100	86	92	92		90
	B2 Generally, I enjoy my work	92	92	91	90	91	92	100		90
	B3 My work is varied and interesting to me	91	92	89	90	95	92	92		80
	B4 My work gives me a sense of personal achievement	86	87	88	90	100	69	92		90
	B5 I feel inspired to do my best work every day	80	79	75	90	77	62	69		80
	B6 I feel I belong to a team	81	78	69	100	68	54	62		80
	B7 I feel part of the University of Reading	76	73	77	100	82	62	77		80
	B8 I feel valued by the University of Reading	59	55	59	70	59	46	62		70
	B9 I feel valued by my colleagues	88	87	85	100	95	54	92		80
	B10 I feel valued by students / internal customers	85	87	81	100	74	85	83		67
	B11 I feel my job security at the University of Reading is good	70	65	64	50	59	54	75		80
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	92	89	70	91	92	100		80
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	65	61	70	50	69	62		60
	C2 I feel fairly paid for the work I do	60	57	53	70	41	69	54		40
	C3 I think my pay adequately reflects my performance	52	50	49	60	32	77	54		30
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	67	61	70	55	58	62		60
	C5 I am aware of the benefits offered by the University	71	67	67	60	68	77	69		50

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

Internal benchmarking for School of Agriculture Policy & Development

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

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Section	Question	University of Reading	Academic School	School of Agriculture Policy & Development	Agri-Environment	Agri-Food Economics & Social Science	Animal Dairy & Food Chain Sciences	Crop Production	Farm Commercial	All other SAPD
	Total Reds	18	24	24	24	30	37	29		35
	Total Greens	84	79	79	101	89	61	80		82
	Total number of respondents	2673	1280	75	10	22	13	13	<10	10
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	89	83	90	86	62	92		80
	D1b I have a clear understanding about what I am expected to achieve in my job	89	88	87	90	95	62	85		90
	D1c I have a clear understanding about expected standards of performance	91	90	88	90	86	85	92		90
	D1d I have a clear understanding about expected standards of behaviour	96	95	93	100	95	85	92		100
	D2 I am satisfied with my current role and level of responsibility	76	76	77	90	82	69	69		80
	D3 I am trusted to do my job	93	92	95	100	91	92	92		100
	D4 The division of responsibilities between staff in my work area feels fair	68	65	70	80	71	54	92		60
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	71	80	78	60	83	100		86
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	81	73	100	68	46	83		60
	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	24	24	0	23	23	31		50
	D8 I don't worry about work outside my working hours *	39	29	36	40	23	62	31		50
	D9 I don't find my current workload too much and I am not struggling to cope *	61	53	45	50	36	62	54		50
	D10 I have adequate resources to complete my work	67	61	60	60	50	62	62		80
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	61	71	80	68	46	77		80
Considering Leaving	E1 I don't think about leaving the University *	65	63	62	60	71	62	54		70
	E2 I'm not actively seeking to leave my job here at the University *	82	82	83	90	82	92	62		100
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	85	89	100	91	92	92		60
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	80	72	70	75	50	75		100
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	67	77	100	93	67	56		67
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	85	98	100	100	100	89		100
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	59	65	86	53	67	43		83
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	73	79	100	87	83	56		67
	F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	43	38	47	33	60	67	0		0

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

Internal benchmarking for School of Agriculture Policy & Development

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Total number of respondents		2673	1280	75	10	22	13	13	<10	10
Section	**Question**									
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	78	76	100	86	54	62		70
	G2 I am satisfied with my current level of learning and development	75	78	74	90	82	69	50		80
	G3 I have received sufficient training to enable me to do my job well	80	79	80	80	91	69	69		80
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	78	73	80	77	77	54		70
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	54	51	70	70	33	25		60
	H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed	69	66	70	80	77	54	67		67
	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	65	76	100	80	75	64		63
	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	36	29	56	30	8	33		33
	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	63	58	80	55	58	42		75
	H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	76	71	72	88	65	77	58		89

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

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Internal benchmarking for School of Agriculture Policy & Development

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	79	79	101	89	61	80		82
	Total number of respondents	2673	1280	75	10	22	13	13	<10	10
Section	Question									
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	67	57	80	59	54	54		30
	I2 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand them ^	81	81	83	86	83	71	100		100
	I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^	64	62	72	83	67	57	86		67
	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	60	62	71	67	50	71		33
	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	62	67	71	75	50	86		33
	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	61	67	67	58	67	71		100
	I7 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026' ^	64	55	69	83	67	50	71		100
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	81	90	100	95	92	67		100
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	92	93	100	90	100	75		100
	I10 I feel proud to work for the University of Reading	85	81	84	89	86	85	92		80
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	78	82	89	77	92	83		70
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	86	93	100	91	100	82		90
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	60	53	50	59	54	62		20
	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	73	82	100	80	100	43		100
	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	95	100	85	100	100		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 ^	88	88	92	100	92	86	86		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	91	82	100	85	57	71		100

^ Subset question(s), * Negatively worded question(s) - See 'Understanding strength analysis' section.
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Internal benchmarking for School of Agriculture Policy & Development

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Section	Question	University of Reading	Academic School	School of Agriculture Policy & Development	Agri-Environment	Agri-Food Economics & Social Science	Animal Dairy & Food Chain Sciences	Crop Production	Farm Commercial	All other SAPD
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	85	92	100	86	85	100		90
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	78	92	100	91	85	100		90
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	86	95	100	86	92	100		100
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	76	83	100	82	62	85		90
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	80	91	90	90	92	100		89
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	84	85	90	86	85	92		80
	K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	88	88	88	100	100	62	85		80
	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	88	100	95	69	92		80
	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	93	89	100	91	77	92		80
	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	85	100	91	62	77		90
	K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	84	83	78	90	86	62	67		80
	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	78	75	80	91	46	69		80
	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	73	65	80	77	46	62		60
	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	80	72	60	86	54	77		70
	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	70	70	100	80	42	69		50
	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	80	87	100	91	69	92		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	79	78	85	100	91	85	69		80

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

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Internal benchmarking for School of Agriculture Policy & Development

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		University of Reading	Academic School	School of Agriculture Policy & Development	Agri-Environment	Agri-Food Economics & Social Science	Animal Dairy & Food Chain Sciences	Crop Production	Farm Commercial	All other SAPD
Total Reds		18	24	24	24	30	37	29		35
Total Greens		84	79	79	101	89	61	80		82
Total number of respondents		2673	1280	75	10	22	13	13	<10	10
Section	**Question**									
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	96	100	91	100	92		100
	L2 I feel safe and secure in my working environment	96	95	97	100	91	100	100		100
	L3 I feel the University is interested in my physical wellbeing	78	74	78	78	77	77	92		70
	L4 I feel the University is interested in my mental wellbeing	68	62	59	56	59	69	54		60
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	56	54	67	50	62	69		40
	L6 The University provides a satisfying work environment	79	77	84	90	82	77	85		80
	L7 Are you aware of the Employee Assistance Programme?	40	34	32	40	45	23	31		10
Working at the University	M1 I can decide on my own how to go about doing my work	93	94	95	100	91	92	92		100
	M2 I am satisfied with the support I get from my immediate manager	86	86	81	90	82	62	85		80
	M3 I am satisfied with the support I get from my work colleagues	90	90	82	100	76	69	85		80
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	55	59	44	48	77	62		70
	M5 Relationships at work are not strained *	75	75	67	90	82	62	62		30
	M6 I am able to handle all the conflicting demands on my time at work *	66	62	65	50	64	92	62		80
	M7 I have the right equipment to do my job	83	80	81	100	86	77	62		90
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	44	36	60	36	23	33		50
	M9 I am able to take regular breaks on most days	69	64	74	90	86	77	77		56
	M10 I have a place I can go to take a break at work	78	81	87	100	86	92	92		70
	M11 I never feel stressed at work *	9	6	7	0	5	15	8		10
	M12 Overall, I don't feel unduly stressed at work * ^	69	64	76	80	85	73	82		56
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	97	99	100	95	100	100		100
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	19	13	20	18	0	23		0
	N7 Are you aware of the University's Harassment Advisors?	35	31	24	30	19	15	38		10

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

Internal benchmarking for School of Agriculture Policy & Development

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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Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	90	89	100	86	92	77		90
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	91	88	89	91	100	85		70
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	94	96	100	91	100	100		90
	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	92	100	81	100	92		90
	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	80	79	89	71	69	85		80
	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	87	100	82	85	85		80
	O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	96	95	93	100	85	92	100		90
	O6a The University of Reading respects people equally regardless of their gender	92	90	93	100	86	85	100		100
	O6b The University of Reading respects people equally regardless of their nationality / race	95	95	95	100	90	92	92		100
	O6c The University of Reading respects people equally regardless of their disability status	96	96	96	100	95	85	100		100
	O6d The University of Reading respects people equally regardless of their age	92	91	90	100	86	92	85		90
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	98	97	100	100	85	100		100
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	97	96	100	95	83	100		100
	O7 I have not felt discriminated against at work in the last 12 months? *	92	92	89	100	82	92	92		80

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

Internal benchmarking for School of Agriculture Policy & Development

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Total number of respondents		2673	1280	75	10	22	13	13	<10	10
Section	**Question**									
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	82	83	100	86	62	85		90
	P1b I receive information in a timely way in regard to wider University issues	76	75	71	70	77	62	77		60
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	90	100	90	69	100		90
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	78	76	80	90	69	77		60
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	52	62	89	64	31	69		70
	P4 I know where to find information about important decisions made at the University of Reading	56	51	56	50	68	38	62		50
	P5 On the whole, communication in the University of Reading is effective	60	57	63	67	68	54	64		60
	P6 Communication between senior management and staff is effective	54	50	58	78	55	31	58		80
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	38	37	25	38	38	45		40
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	58	63	80	57	46	69		70
	Q2 I feel able to voice my opinions	71	67	72	90	62	46	75		90
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	69	74	80	82	62	75		50
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	64	69	70	77	62	75		60
	Q5 I am confident my ideas or suggestions will be listened to	60	55	54	90	45	46	46		56
	Q6 I feel the University genuinely listens to staff views during consultations	43	35	28	33	24	23	33		30
	Q7 I am confident I will get feedback on my ideas or suggestions	51	45	39	50	43	17	50		33
	Q8a I feel there is good co-operation between teams in my department	83	83	73	100	71	54	77		70
	Q8b I feel there is good co-operation between different departments	62	60	61	70	50	54	69		67

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

Internal benchmarking for School of Agriculture Policy & Development

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									
Managing Change	R1 The current pace of change in the University of Reading is about right	27	22	16	22	23	23	8		0
	R2 In my opinion the recent PAS changes were well planned	17	13	10	0	5	9	23		13
	R3 In my opinion the recent PAS changes were well explained	25	21	17	20	15	27	15		13
	R4 In my opinion other recent changes (not PAS) have been well planned	38	34	30	50	22	18	42		50
	R5 In my opinion other recent changes (not PAS) have been well explained	39	34	38	50	32	36	50		50
	R6a Generally, change within my department is managed well	72	74	84	100	86	58	92		80
	R6b Generally, change within the University of Reading is managed well	36	30	28	30	25	25	33		40
	R6c Generally, the process of change does not cause me concern and worry *	49	43	36	70	41	23	17		40
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	17	11	30	9	0	9		20
	R6e Generally, I have seen some positive changes in the last 12 months	55	46	35	22	50	58	23		25
	R6f Generally, I think things will improve in the next 12 months	61	52	52	67	65	50	25		71
	R7 I feel action will be taken as a result of this survey	54	49	45	67	50	31	50		40

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

Internal benchmarking for School of Agriculture Policy & Development

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

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Total number of respondents		2673	1280	75	10	22	13	13	<10	10
Section	**Question**									
Comment Themes	**S1 Please note below one thing that you feel could be improved at the University of Reading. Which main theme would you say your comment is related to?**									
	Being Treated Fairly / Diversity & Inclusion	4	4	2	0	6	0	0		0
	Communication	10	16	2	0	0	0	8		0
	Facilities / Environment	7	5	4	0	0	0	8		20
	Feeling Valued / Supported	7	6	4	0	0	0	0		0
	Health and Wellbeing	4	5	0	0	0	0	0		0
	Job Satisfaction	1	1	0	0	0	0	0		0
	Job Security	3	1	2	0	0	13	0		0
	Managing Change	3	5	0	0	0	0	0		0
	Management – Immediate / Local	3	2	5	0	0	38	0		0
	Pay & Benefits	9	10	5	0	13	0	0		20
	PAS / Re-organisation	15	11	40	38	38	38	42		20
	Relationships / Co-operation	3	4	5	13	13	0	0		0
	Role & Responsibilities	4	3	7	13	6	0	8		20
	Student / Internal Customer Satisfaction	2	1	0	0	0	0	0		0
	Senior Management	9	9	5	13	6	0	8		0
	Systems / Processes	8	6	7	13	13	13	0		0
	Training, Development & Progression	5	7	9	0	6	0	25		20
	Other	4	4	2	13	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 School of Agriculture Policy & Development

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

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

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Section	**Question**									
Comment Themes (Continued)	**S2 Please note below one thing that you think is good about working for the University of Reading. Which main theme would you say your comment is related to?**									
	Being Treated Fairly / Diversity & Inclusion	6	6	5	0	10	0	10		0
	Communication	1	1	0	0	0	0	0		0
	Facilities / Environment	12	13	7	14	5	0	0		0
	Feeling Valued / Supported	12	12	13	0	14	25	10		17
	Health and Wellbeing	5	5	4	0	0	0	10		17
	Job Satisfaction	14	13	18	29	14	13	10		17
	Job Security	3	3	0	0	0	0	0		0
	Managing Change	0	1	0	0	0	0	0		0
	Management – Immediate / Local	5	4	4	0	5	13	0		0
	Pay & Benefits	4	5	5	0	0	13	10		17
	PAS / Re-organisation	1	1	2	14	0	0	0		0
	Relationships / Co-operation	16	15	18	29	14	13	30		17
	Role & Responsibilities	3	3	2	0	5	0	0		0
	Student / Internal Customer Satisfaction	3	3	5	0	10	0	10		0
	Senior Management	2	1	0	0	0	0	0		0
	Systems / Processes	1	1	2	0	5	0	0		0
	Training, Development & Progression	6	6	5	14	5	0	0		17
	Other	7	7	11	0	14	25	10		0

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

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Appendix - User Guide

Types of survey questions

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

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

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

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

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

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

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

Example:

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

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:

$$\frac{8{,}782}{2{,}646} \quad \begin{array}{l}\text{[Total value of responses to question]}\\[4pt]\text{[Number of employees responding to question]}\end{array}$$

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**.