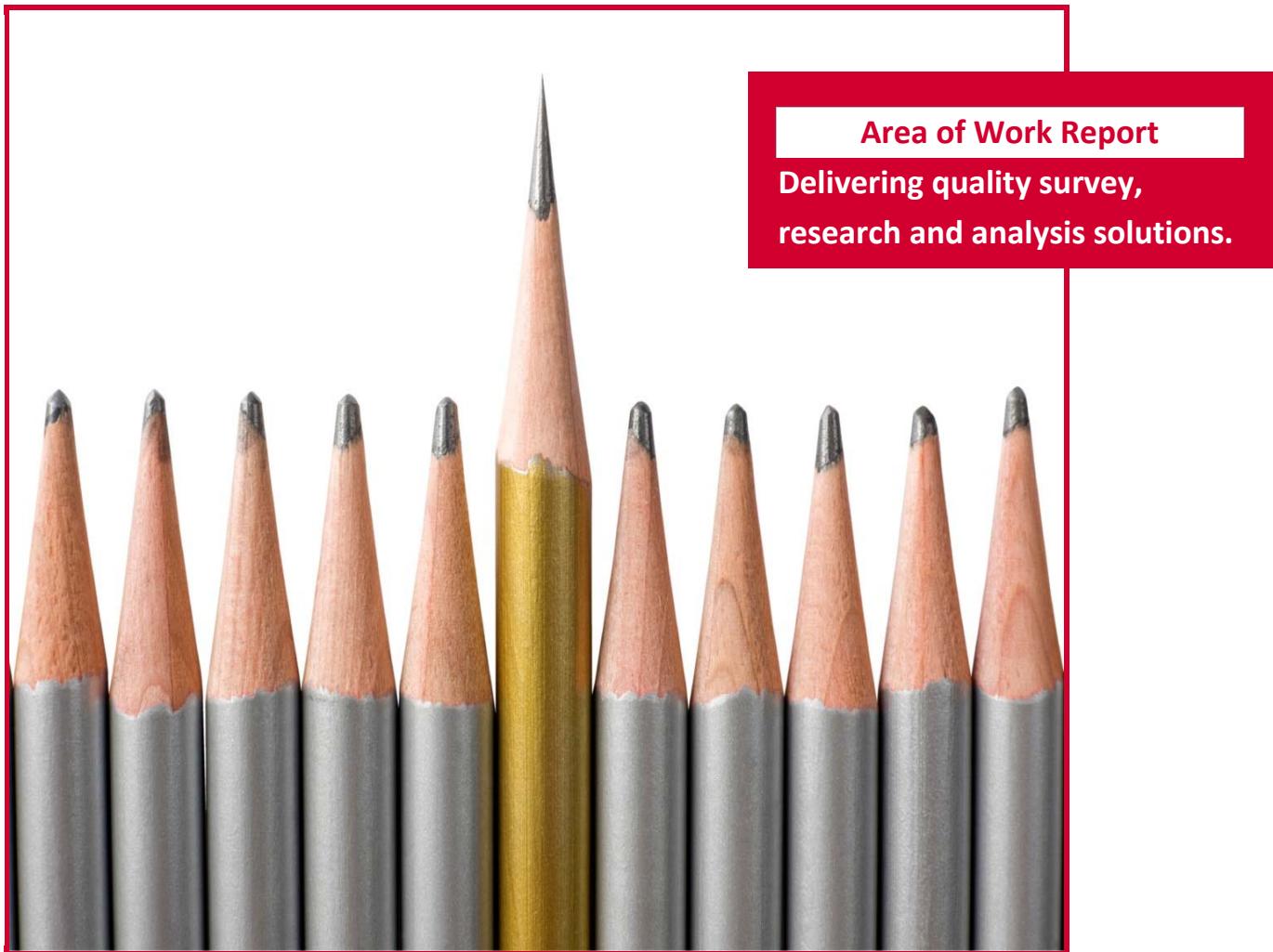




### University of Reading



### School of Law

Employee Survey 2017  
Project Number: 8046

May 2017



Delivering outstanding survey  
and research services  
CAPITA SURVEYS AND RESEARCH

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## University of Reading - School of Law

### Background

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

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

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

### Response Rate

The selected area of work achieved a response rate of 40% i.e. 32 of the 80 employees in School of Law responded to the survey.

### Presentation of results

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

### Part A: Most positive perceptions

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

### Part B: Least positive perceptions

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

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

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

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

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

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



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

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

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

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

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

## **Part G: Internal benchmarking**

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

## **Part H: Appendix - User Guide**

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



## Part A - Most positive perceptions for School of Law

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:	32
Question	AOW %	
N1 I'm not currently being harassed or bullied at work? *	100	
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	100	
O6c The University of Reading respects people equally regardless of their disability status	100	
O6e The University of Reading respects people equally regardless of their sexual orientation	100	
O6f The University of Reading respects people equally regardless of their religion or beliefs	100	
L1 I am satisfied that my personal safety is treated seriously at work	97	
O6b The University of Reading respects people equally regardless of their nationality / race	97	
B2 Generally, I enjoy my work	94	
D1d I have a clear understanding about expected standards of behaviour	94	
D3 I am trusted to do my job	94	
K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	94	
M3 I am satisfied with the support I get from my work colleagues	94	
O2 I am aware of the University's priorities for Diversity and Inclusion	94	
O7 I have not felt discriminated against at work in the last 12 months? *	94	
L2 I feel safe and secure in my working environment	91	
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 *	91	
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 *	91	

<sup>^</sup> 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 Law

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:	32
Question	AOW %	
M11 I never feel stressed at work *	6	
R3 In my opinion the recent PAS changes were well explained	6	
R6b Generally, change within the University of Reading is managed well	6	
Q6 I feel the University genuinely listens to staff views during consultations	10	
R2 In my opinion the recent PAS changes were well planned	10	
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 *	13	
R1 The current pace of change in the University of Reading is about right	13	
R4 In my opinion other recent changes (not PAS) have been well planned	13	
R5 In my opinion other recent changes (not PAS) have been well explained	13	
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	16	
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	17	
H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	20	
P6 Communication between senior management and staff is effective	20	
Q7 I am confident I will get feedback on my ideas or suggestions	21	
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	22	
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	23	
R6e Generally, I have seen some positive changes in the last 12 months	27	
D8 I don't worry about work outside my working hours *	28	
N7 Are you aware of the University's Harassment Advisors?	28	
R6c Generally, the process of change does not cause me concern and worry *	28	
R7 I feel action will be taken as a result of this survey	29	

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



Areas for improvement from the area of work	Total number of responses:	32
Question	AOW %	
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'		32
L7 Are you aware of the Employee Assistance Programme?		34
I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^		35
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *		35
P4 I know where to find information about important decisions made at the University of Reading		37
R6f Generally, I think things will improve in the next 12 months		37
Q5 I am confident my ideas or suggestions will be listened to		38
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		39
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		41
M4 There are usually sufficient people in the team I am working in to handle our workload		41
C3 I think my pay adequately reflects my performance		43
D11 I don't feel priorities are changed too frequently for me to work efficiently *		45
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		45
P3 There are opportunities for me to feed my views upwards in the University of Reading		47
P5 On the whole, communication in the University of Reading is effective		47
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 ^		48
A1 The University of Reading provides good support to help me balance my work and personal commitments		50
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^		50
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		50
M6 I am able to handle all the conflicting demands on my time at work *		50

<sup>^</sup> 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 +/-10%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than 11 percentage points for this to be considered a real difference between the scores.



## Part C - Strength report by section for School of Law 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.

<span style="color: green;">█</span> 75% or higher = Strength <span style="color: yellow;">█</span> 51% - 74% = Opportunity for improvement <span style="color: red;">█</span> 50% or lower = Needs improvement	Positive difference: 30 No difference: 3 Negative difference: 121
Question	Total number of responses: 32   2673 AOW %   UoR %   +/-
<b>Section A: Work-Life Balance</b>	
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	84   82   2
A5 I am able to take advantage of flexible working on an informal basis	84   80   4
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	81   77   4
A2 I feel I have a good work-life balance	52   70   -18
A1 The University of Reading provides good support to help me balance my work and personal commitments	50   74   -24
<b>Section B: Job Satisfaction</b>	
B2 Generally, I enjoy my work	94   92   2
B12 I'm interested in the University of Reading, to me it's not just a job *	88   91   -3
B9 I feel valued by my colleagues	88   88   0
B1 The University of Reading is a good place to work	88   87   1
B4 My work gives me a sense of personal achievement	88   86   2
B3 My work is varied and interesting to me	84   91   -7
B10 I feel valued by students / internal customers	84   85   -1
B5 I feel inspired to do my best work every day	72   80   -8
B6 I feel I belong to a team	69   81   -12
B7 I feel part of the University of Reading	63   76   -13
B11 I feel my job security at the University of Reading is good	56   70   -14

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px;"></span>	50% or lower = Needs improvement	Negative difference:	121

	Total number of responses:	32	2673
Question	AOW %	UoR %	+/-

## Section B: Job Satisfaction

B8 I feel valued by the University of Reading	52	59	-7
---	----	----	----

## Section C: Pay and Benefits

C1 Overall, I feel the University of Reading offers a good pay and benefits package	61	68	-7
C5 I am aware of the benefits offered by the University	55	71	-16
C4 I am aware of the University's arrangements for recognising and rewarding good performance	55	69	-14
C2 I feel fairly paid for the work I do	53	60	-7
C3 I think my pay adequately reflects my performance	43	52	-9

## Section D: Your Role

D1d I have a clear understanding about expected standards of behaviour	94	96	-2
D3 I am trusted to do my job	94	93	1
D1c I have a clear understanding about expected standards of performance	88	91	-3
D1a I have a clear understanding about my role within the University of Reading	81	90	-9
D1b I have a clear understanding about what I am expected to achieve in my job	78	89	-11
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	71	77	-6
D6 People are willing to help each other even if it means doing something outside their usual activities	69	82	-13
D2 I am satisfied with my current role and level of responsibility	66	76	-10
D4 The division of responsibilities between staff in my work area feels fair	66	68	-2
D9 I don't find my current workload too much and I am not struggling to cope *	55	61	-6
D10 I have adequate resources to complete my work	53	67	-14
D11 I don't feel priorities are changed too frequently for me to work efficiently *	45	63	-18
D8 I don't worry about work outside my working hours *	28	39	-11
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 *	13	33	-20

## Section E: Considering Leaving

E2 I'm not actively seeking to leave my job here at the University *	71	82	-11
E1 I don't think about leaving the University *	63	65	-2

## Section F: Performance Development Review (PDR)

F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	78	74	4
F3 Was your Performance Development Review (PDR) useful for you? ^	72	68	4
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	72	64	8
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	67	85	-18

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px;"></span>	50% or lower = Needs improvement	Negative difference:	121

	Total number of responses:	32	2673
Question	AOW %	UoR %	+/-

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

F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	64	75	-11
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	50	43	7

#### Section G: Learning and Development

G4 Overall, I feel that the University of Reading provides appropriate development opportunities	78	77	1
G3 I have received sufficient training to enable me to do my job well	69	80	-11
G2 I am satisfied with my current level of learning and development	69	75	-6
G1 I feel that I am given the same opportunities to develop as other staff	66	78	-12

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

H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	50	76	-26
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	45	69	-24
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	41	69	-28
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	39	69	-30
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	23	43	-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	20	61	-41

#### Section I: Culture and Values

I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	88	92	-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 ^	82	88	-6
I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	82	85	-3
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	81	92	-11
I10 I feel proud to work for the University of Reading	81	85	-4
I12 Would you recommend the University of Reading to a friend as a place to study?	78	89	-11
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 ^	78	81	-3
I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	78	70	8
I11 Would you recommend the University of Reading to a friend as a place to work?	71	81	-10

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px 5px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px 5px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px 5px;"></span>	50% or lower = Needs improvement	Negative difference:	121

Question	Total number of responses:		AOW %	UoR %	+/-
	32	2673			

### Section I: Culture and Values

I8 I feel the University of Reading delivers good quality service to students / internal customers	66	83	-17
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 ^	59	76	-17
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 ^	57	64	-7
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	53	63	-10
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 ^	52	64	-12
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 ^	48	63	-15
I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^	35	69	-34
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'	32	64	-32

### Section J: Your School or Function Leadership

J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	88	85	3
J4 My School / Function Leadership Team listen to and respond to the views of staff	87	75	12
J1 My School / Function Leadership Team manage and lead our School / Function well	81	83	-2
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	79	81	-2
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	69	76	-7

### Section K: Your Manager / Supervisor

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	94	90	4
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	90	93	-3
K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis	90	93	-3
K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	84	88	-4
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	84	86	-2
K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	81	84	-3
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	79	0

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px;"></span>	50% or lower = Needs improvement	Negative difference:	121

	Total number of responses:	32	2673
Question	AOW %	UoR %	+/-

## Section K: Your Manager / Supervisor

K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	77	81	-4
K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	77	81	-4
K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	77	74	3
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	70	79	-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	60	72	-12

## Section L: Health, Safety and Wellbeing

L1 I am satisfied that my personal safety is treated seriously at work	97	95	2
L2 I feel safe and secure in my working environment	91	96	-5
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	65	68	-3
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	53	62	-9
L7 Are you aware of the Employee Assistance Programme?	34	40	-6

## Section M: Working at the University

M3 I am satisfied with the support I get from my work colleagues	94	90	4
M1 I can decide on my own how to go about doing my work	87	93	-6
M2 I am satisfied with the support I get from my immediate manager	81	86	-5
M10 I have a place I can go to take a break at work	81	78	3
M7 I have the right equipment to do my job	72	83	-11
M9 I am able to take regular breaks on most days	66	69	-3
M5 Relationships at work are not strained *	65	75	-10
M12 Overall, I don't feel unduly stressed at work * ^	60	69	-9
M6 I am able to handle all the conflicting demands on my time at work *	50	66	-16
M4 There are usually sufficient people in the team I am working in to handle our workload	41	61	-20
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	35	54	-19
M11 I never feel stressed at work *	6	9	-3

## Section N: Harassment and Bullying

N1 I'm not currently being harassed or bullied at work? *	100	97	3
N7 Are you aware of the University's Harassment Advisors?	28	35	-7

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px;"></span>	50% or lower = Needs improvement	Negative difference:	121

	Total number of responses:	32	2673
Question	AOW %	UoR %	+/-

## Section N: Harassment and Bullying

N6 Are you aware of the Health Advocacy Respect and Care Advisors?	22	23	-1
--	----	----	----

## Section O: Diversity and Inclusion

O6e The University of Reading respects people equally regardless of their sexual orientation	100	98	2
O6f The University of Reading respects people equally regardless of their religion or beliefs	100	98	2
O6c The University of Reading respects people equally regardless of their disability status	100	96	4
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	100	95	5
O6b The University of Reading respects people equally regardless of their nationality / race	97	95	2
O7 I have not felt discriminated against at work in the last 12 months? *	94	92	2
O2 I am aware of the University's priorities for Diversity and Inclusion	94	91	3
O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	91	96	-5
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 *	91	90	1
O6d The University of Reading respects people equally regardless of their age	90	92	-2
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	84	94	-10
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	84	91	-7
O6a The University of Reading respects people equally regardless of their gender	75	92	-17
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	69	82	-13

## Section P: Communication

P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	83	89	-6
P2b The information I receive is straightforward and I understand it in regard to wider University issues	79	80	-1
P1a I receive information in a timely way in regard to local issues in my area of work	66	81	-15
P1b I receive information in a timely way in regard to wider University issues	63	76	-13
P5 On the whole, communication in the University of Reading is effective	47	60	-13
P3 There are opportunities for me to feed my views upwards in the University of Reading	47	57	-10
P4 I know where to find information about important decisions made at the University of Reading	37	56	-19
P6 Communication between senior management and staff is effective	20	54	-34
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	17	42	-25

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



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

<span style="background-color: #2e6b2e; border: 1px solid black; padding: 2px;"></span>	75% or higher = Strength	Positive difference:	30
<span style="background-color: #fca82e; border: 1px solid black; padding: 2px;"></span>	51% - 74% = Opportunity for improvement	No difference:	3
<span style="background-color: #c00000; border: 1px solid black; padding: 2px;"></span>	50% or lower = Needs improvement	Negative difference:	121

Question	Total number of responses:		AOW %	UoR %	+/-
	32	2673			

## Section Q: Staff Involvement

Q8a I feel there is good co-operation between teams in my department	81	83	-2
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	69	72	-3
Q2 I feel able to voice my opinions	67	71	-4
Q4 I am personally encouraged to look for ways to improve the way we do things	57	69	-12
Q1 I feel there are adequate opportunities to raise points of concern	53	64	-11
Q8b I feel there is good co-operation between different departments	53	62	-9
Q5 I am confident my ideas or suggestions will be listened to	38	60	-22
Q7 I am confident I will get feedback on my ideas or suggestions	21	51	-30
Q6 I feel the University genuinely listens to staff views during consultations	10	43	-33

## Section R: Managing Change

R6a Generally, change within my department is managed well	55	72	-17
R6f Generally, I think things will improve in the next 12 months	37	61	-24
R7 I feel action will be taken as a result of this survey	29	54	-25
R6c Generally, the process of change does not cause me concern and worry *	28	49	-21
R6e Generally, I have seen some positive changes in the last 12 months	27	55	-28
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	16	18	-2
R5 In my opinion other recent changes (not PAS) have been well explained	13	39	-26
R4 In my opinion other recent changes (not PAS) have been well planned	13	38	-25
R1 The current pace of change in the University of Reading is about right	13	27	-14
R2 In my opinion the recent PAS changes were well planned	10	17	-7
R6b Generally, change within the University of Reading is managed well	6	36	-30
R3 In my opinion the recent PAS changes were well explained	6	25	-19

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



## Part D - Frequency Charts for School of Law

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.

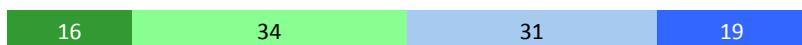
To ensure the figures are accurate, rounding is applied at the last stage of the calculation and is rounded to the nearest percentage point. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages. [A more detailed explanation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



## Part D - Frequency Charts for School of Law

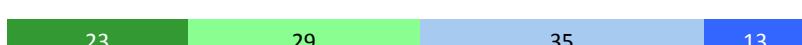
### Section A: Work-Life Balance

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



Total Responses: 32 Positive %: 50

A2 I feel I have a good work-life balance



Total Responses: 31 Positive %: 52

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



Total Responses: 32 Positive %: 81

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



Total Responses: 32 Positive %: 84

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



Total Responses: 32 Positive %: 84



Agree



Tend to Agree



Tend to Disagree

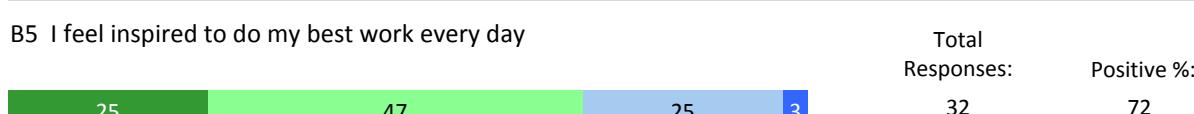
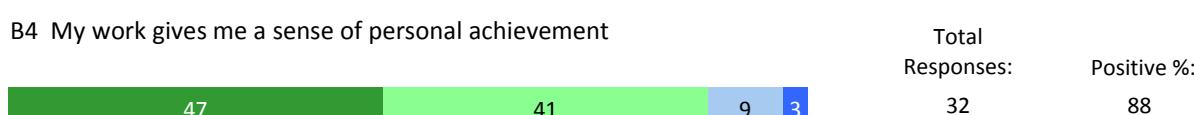
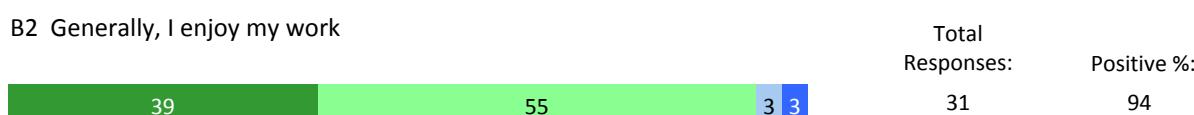


Disagree



## Part D - Frequency Charts for School of Law

### Section B: Job Satisfaction



Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree



## Part D - Frequency Charts for School of Law

### Section B: Job Satisfaction

B10 I feel valued by students / internal customers

Total Responses:

32

Positive %:

84



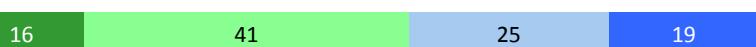
B11 I feel my job security at the University of Reading is good

Total Responses:

32

Positive %:

56



Agree    Tend to Agree    Tend to Disagree    Disagree

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

Total Responses:

32

Positive %:

88



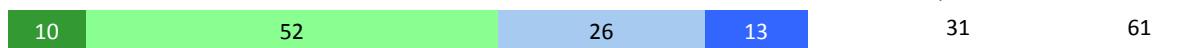
Agree    Tend to Agree    Tend to Disagree    Disagree



## Part D - Frequency Charts for School of Law

### Section C: Pay and Benefits

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



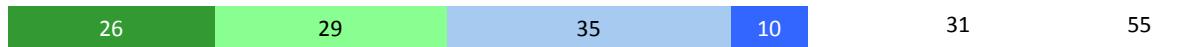
C2 I feel fairly paid for the work I do



C3 I think my pay adequately reflects my performance



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



C5 I am aware of the benefits offered by the University



Agree



Tend to Agree



Tend to Disagree



Disagree



## Part D - Frequency Charts for School of Law

### Section D: Your Role

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



Total Responses: 32 Positive %: 81

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



Total Responses: 32 Positive %: 78

D1c I have a clear understanding about expected standards of performance



Total Responses: 32 Positive %: 88

D1d I have a clear understanding about expected standards of behaviour



Total Responses: 32 Positive %: 94

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



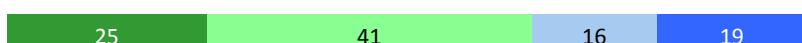
Total Responses: 32 Positive %: 66

D3 I am trusted to do my job



Total Responses: 32 Positive %: 94

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



Total Responses: 32 Positive %: 66

Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree



## Part D - Frequency Charts for School of Law

### Section D: Your Role

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

Total Responses: 31 Positive %: 71

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

Total Responses: 32 Positive %: 69



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

Total Responses: 31 Positive %: 13

D8 I often worry about work outside my working hours

Total Responses: 32 Positive %: 28

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

Total Responses: 31 Positive %: 55



D10 I have adequate resources to complete my work

Total Responses: 32 Positive %: 53



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

Total Responses: 31 Positive %: 45



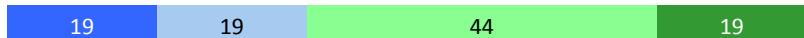
**Part D - Frequency Charts for School of Law****Section E: Considering Leaving**

E1 I often think about leaving the University

Total Responses:

32

Positive %:

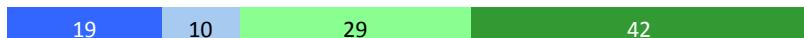


E2 I am actively seeking to leave my job here at the University

Total Responses:

31

Positive %:



Agree

Tend to Agree

Tend to Disagree

Disagree



## Part D - Frequency Charts for School of Law

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

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

Total Responses:  
32

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

Total Responses:  
28 Positive %:

64 36

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

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

Total Responses:  
18 Positive %:  
72

72 28

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

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

Total Responses:  
18 Positive %:  
67

67 33

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

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

Total Responses:  
18 Positive %:  
72

72 28

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

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

Total Responses:  
18 Positive %:  
78

78 22

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



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

Total Responses:  
10 Positive %:  
50

50 30 20

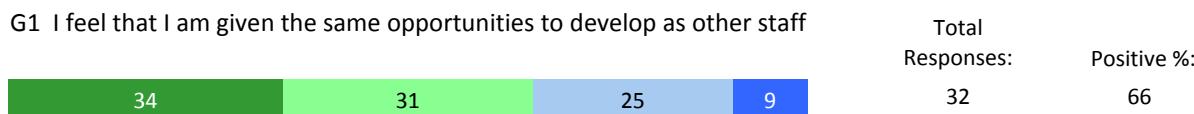
(based on the number of respondents answering 'No' to F2)





## Part D - Frequency Charts for School of Law

### Section G: Learning and Development



Agree    Tend to Agree    Tend to Disagree    Disagree



## Part D - Frequency Charts for School of Law

### 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



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



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



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



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



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



Agree

Tend to Agree

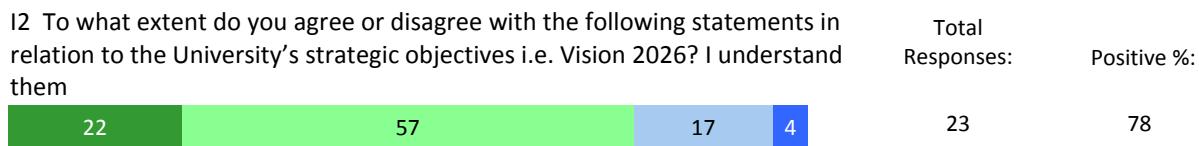
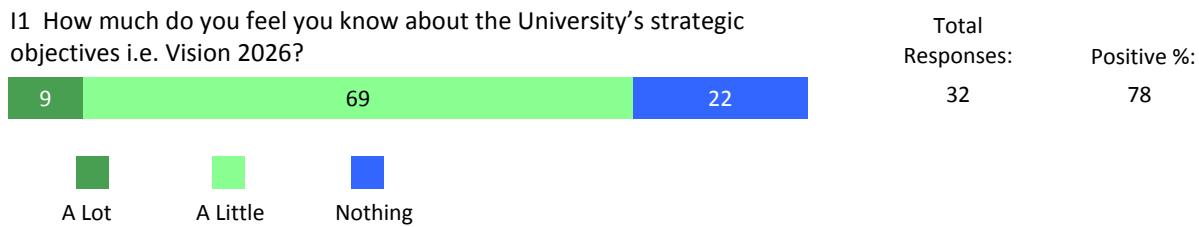
Tend to Disagree

Disagree

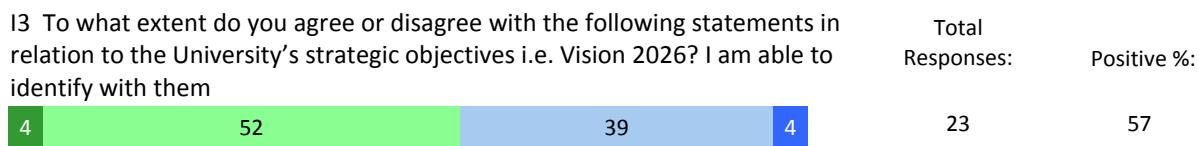


## Part D - Frequency Charts for School of Law

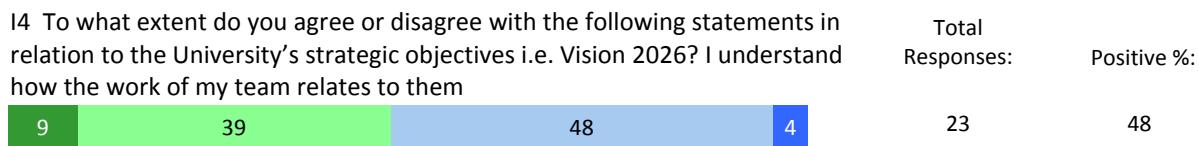
### Section I: Culture and Values



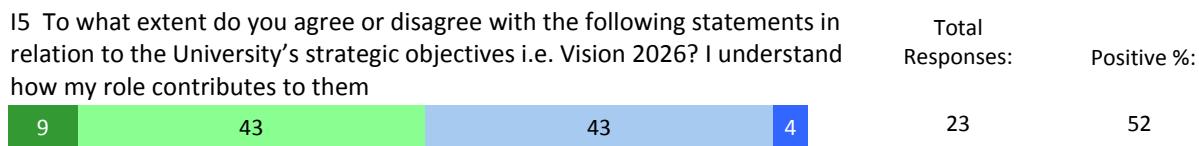
(based on the number of respondents answering 'A Lot' or 'A Little' to I1)



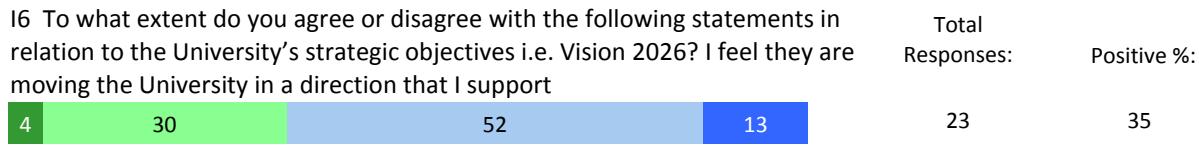
(based on the number of respondents answering 'A Lot' or 'A Little' to I1)



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



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## Part D - Frequency Charts for School of Law

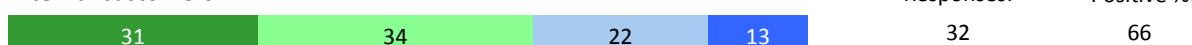
### Section I: Culture and Values

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

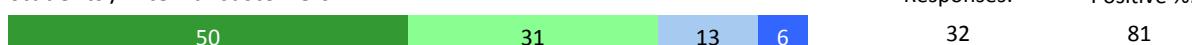


(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

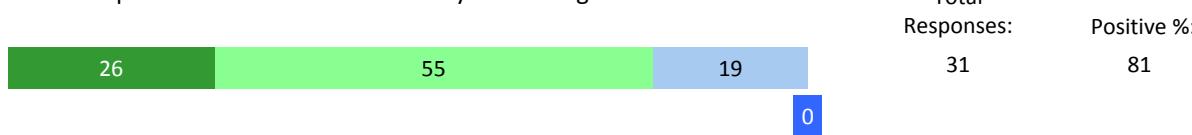
I8 I feel the University of Reading delivers good quality service to students / internal customers



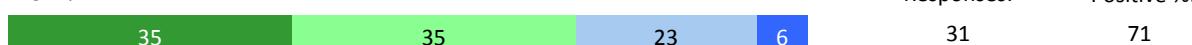
I9 I feel my Department / School / Function delivers good quality service to students / internal customers



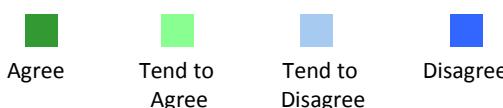
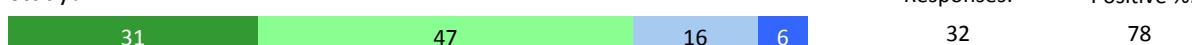
I10 I feel proud to work for the University of Reading



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



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



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

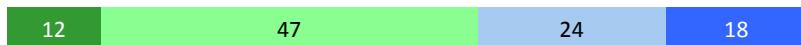




## Part D - Frequency Charts for School of Law

### Section I: Culture and Values

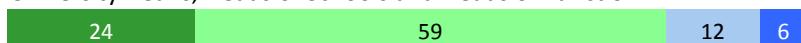
I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB



Total Responses: 17 Positive %: 59

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

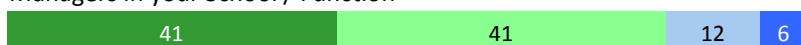
I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function



Total Responses: 17 Positive %: 82

(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: 17 Positive %: 82

(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: 16 Positive %: 88

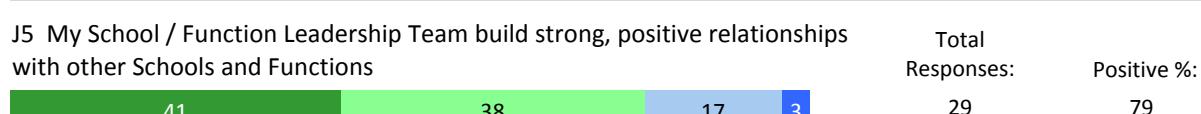
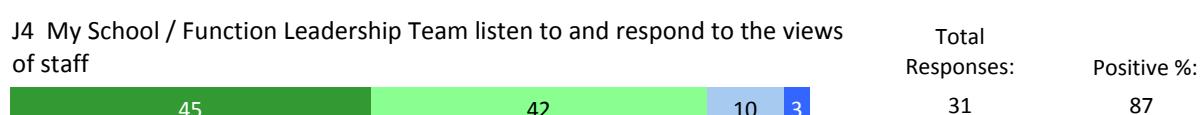
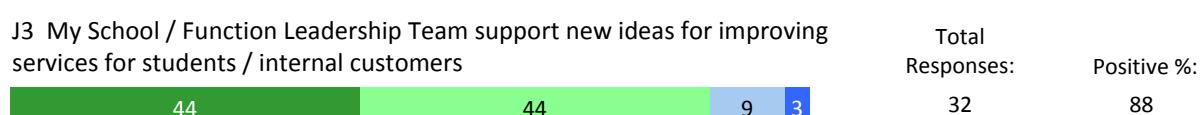
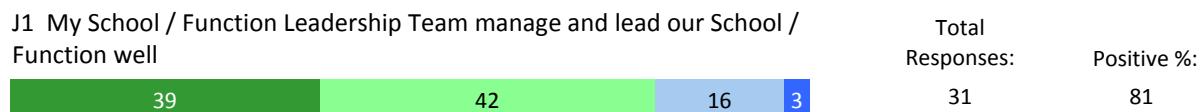
(based on the number of respondents answering 'Yes' to I13)





## Part D - Frequency Charts for School of Law

### Section J: Your School or Function Leadership

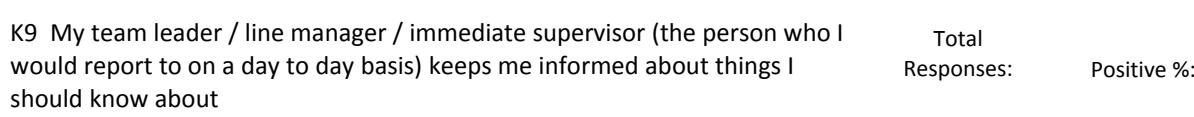
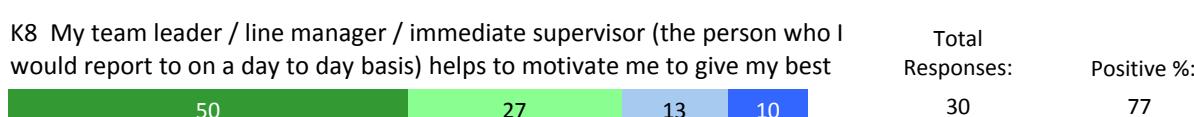
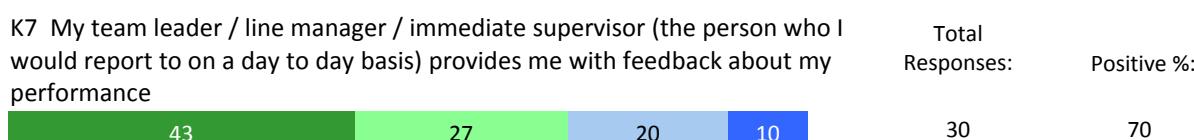
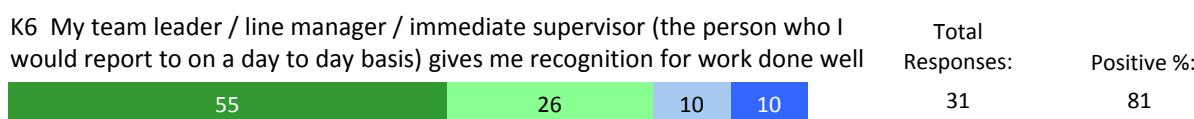
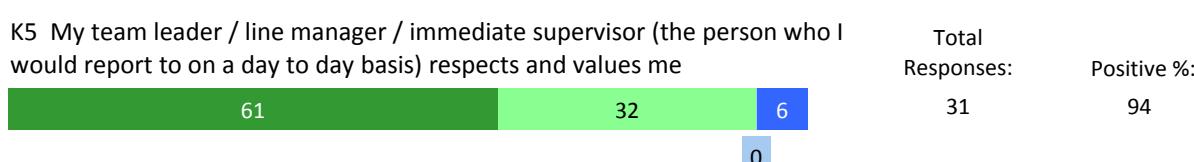
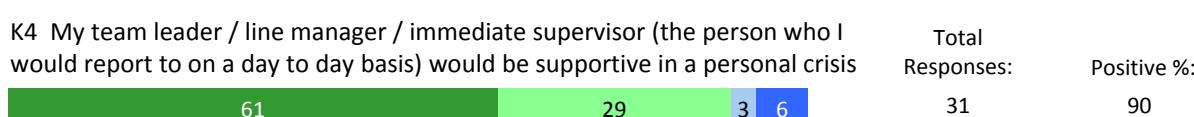
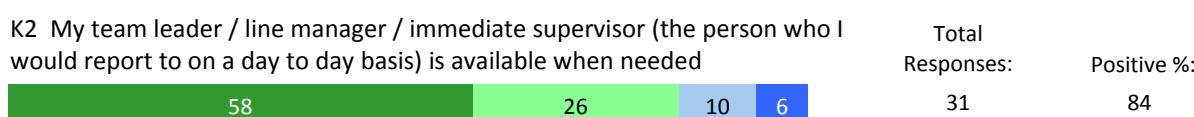
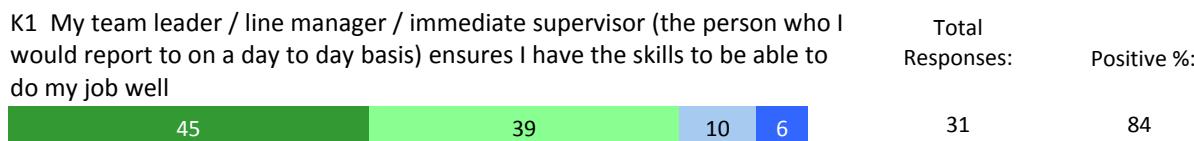


Agree    Tend to Agree    Tend to Disagree    Disagree



## Part D - Frequency Charts for School of Law

### Section K: Your Manager / Supervisor



Agree     
 Tend to Agree     
 Tend to Disagree     
 Disagree



## Part D - Frequency Charts for School of Law

### 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

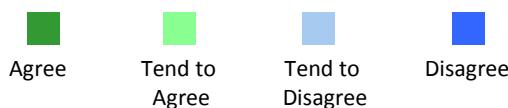
Total Responses: 30 Positive %: 60

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

Total Responses: 31 Positive %:

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

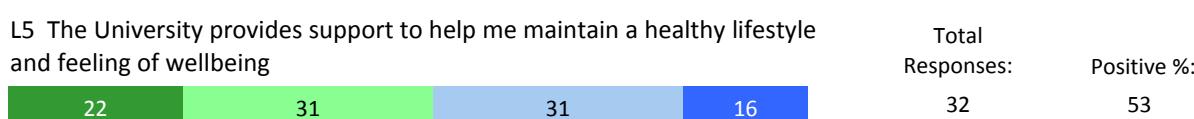
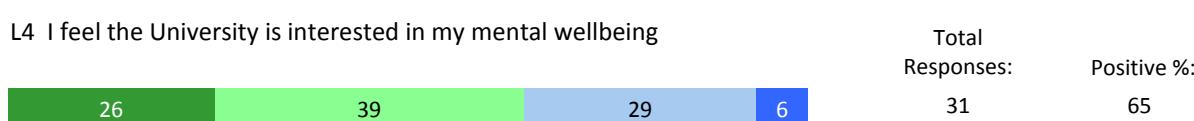
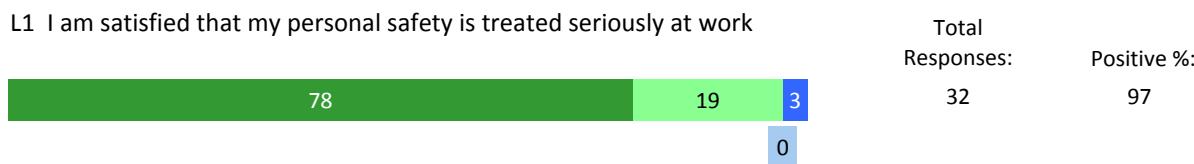
Total Responses: 29 Positive %: 79



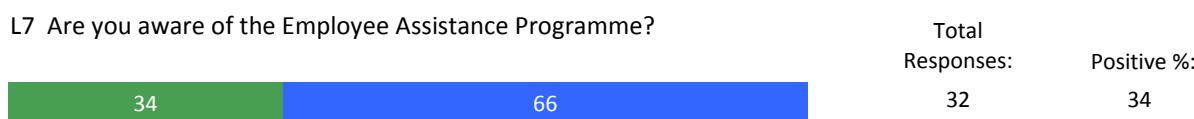


## Part D - Frequency Charts for School of Law

### Section L: Health, Safety and Wellbeing



Agree  
 Tend to Agree  
 Tend to Disagree  
 Disagree

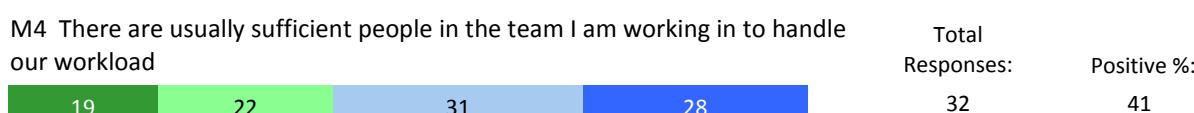
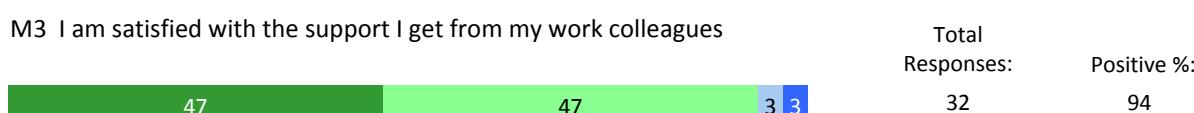
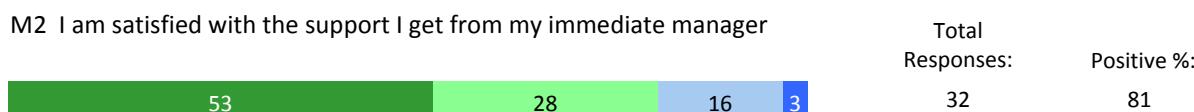
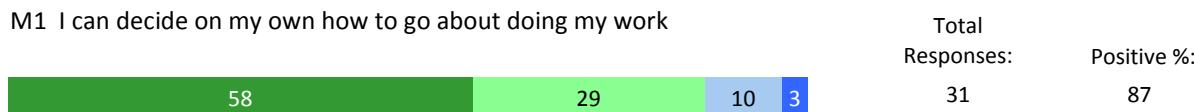


Yes  
 No

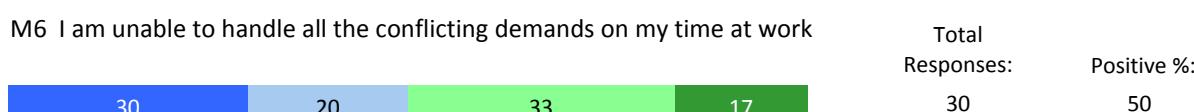


## Part D - Frequency Charts for School of Law

### Section M: Working at the University



Agree      Tend to Agree      Tend to Disagree      Disagree



Agree      Tend to Agree      Tend to Disagree      Disagree



Agree      Tend to Agree      Tend to Disagree      Disagree



## Part D - Frequency Charts for School of Law

### Section M: Working at the University

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

Total Responses:

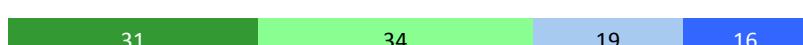
Positive %:



Agree      Tend to Agree      Tend to Disagree      Disagree

M9 I am able to take regular breaks on most days

Total Responses:  
Positive %:



32  
66

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

Total Responses:  
Positive %:



32  
81

Agree      Tend to Agree      Tend to Disagree      Disagree

M11 I feel stressed at work

Total Responses:  
Positive %:



32  
6

Always      Frequently      Occasionally      Never

M12 Overall, I feel unduly stressed at work

Total Responses:  
Positive %:



30  
60

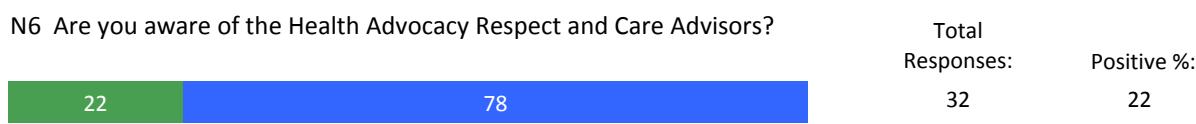
(based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to M11)

Yes      No



## Part D - Frequency Charts for School of Law

### Section N: Harassment and Bullying



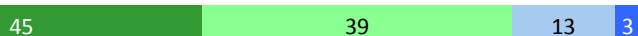


## Part D - Frequency Charts for School of Law

### 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: 31 Positive %: 84



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

Total Responses: 31 Positive %: 94



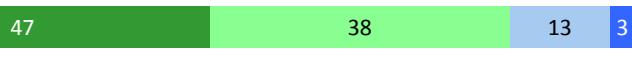
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students

Total Responses: 31 Positive %: 100



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

Total Responses: 32 Positive %: 84



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: 32 Positive %: 69



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: 32 Positive %: 91

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

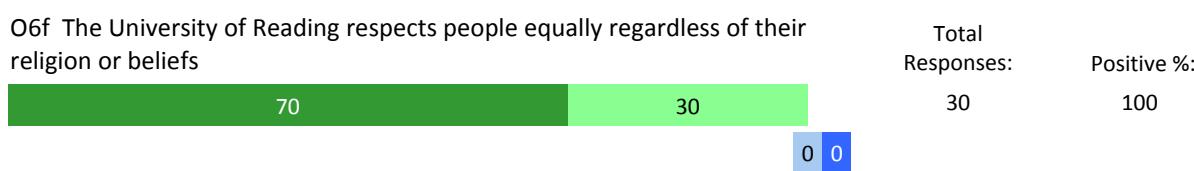
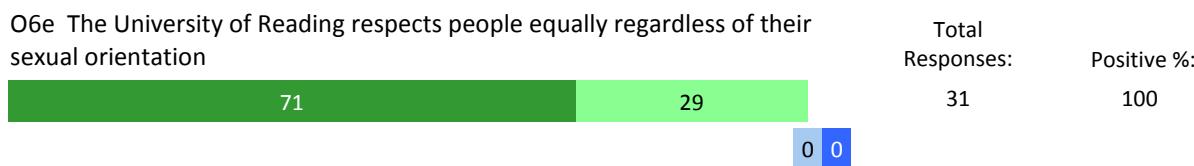
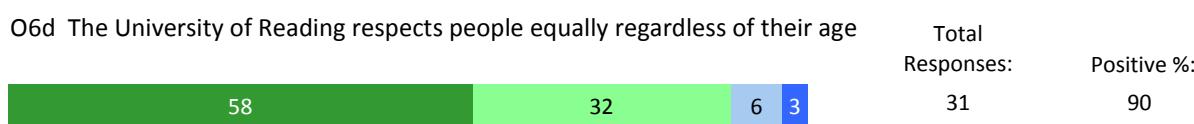
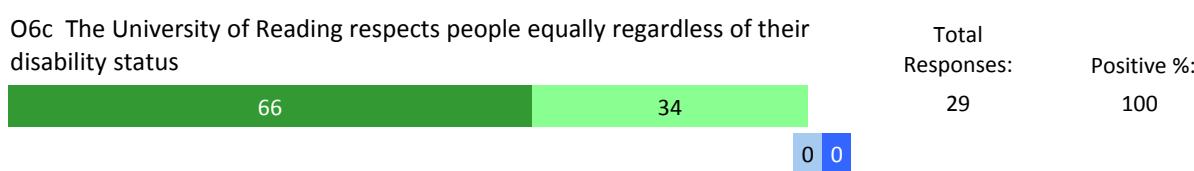
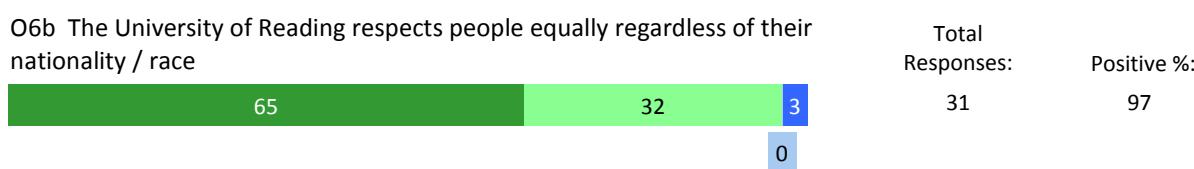
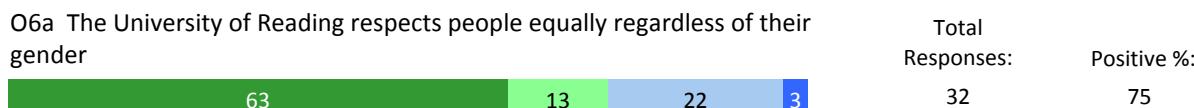
Total Responses: 32 Positive %: 91





## Part D - Frequency Charts for School of Law

### Section O: Diversity and Inclusion



Agree   
 Tend to Agree   
 Tend to Disagree   
 Disagree

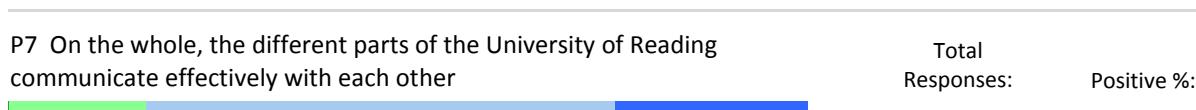
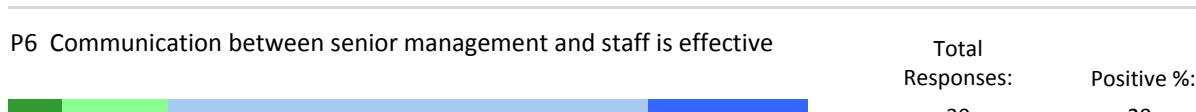
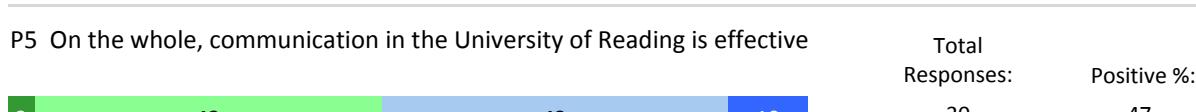
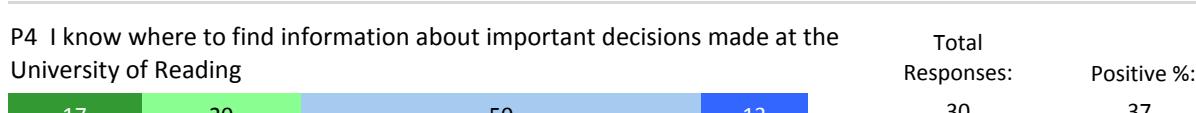
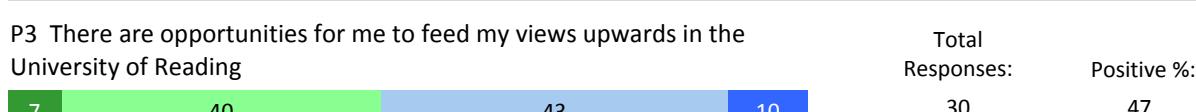
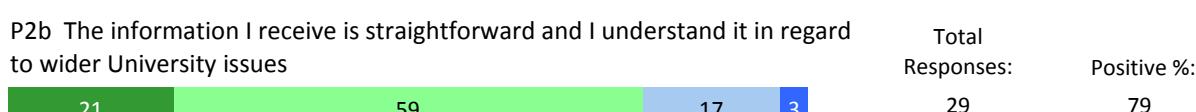
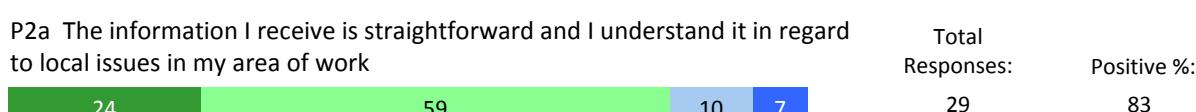
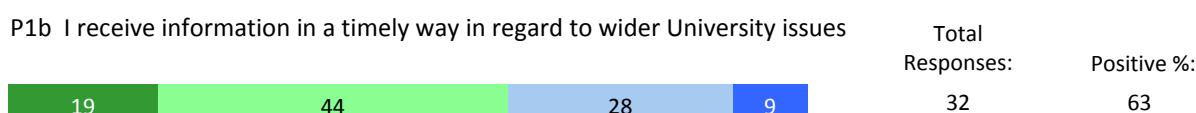
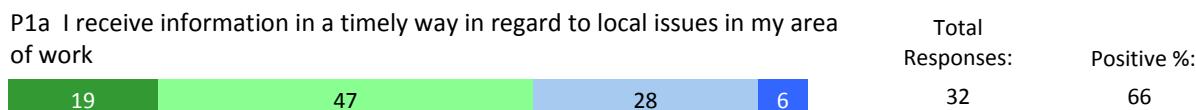


Yes   
 No



## Part D - Frequency Charts for School of Law

### Section P: Communication

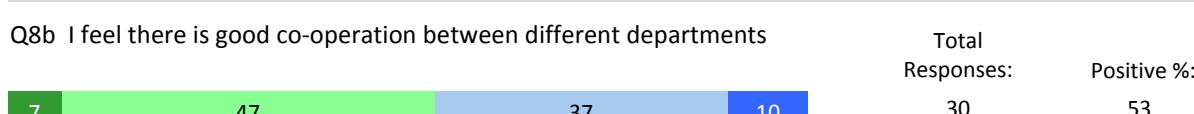
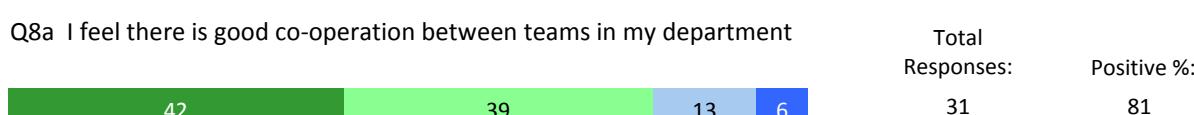
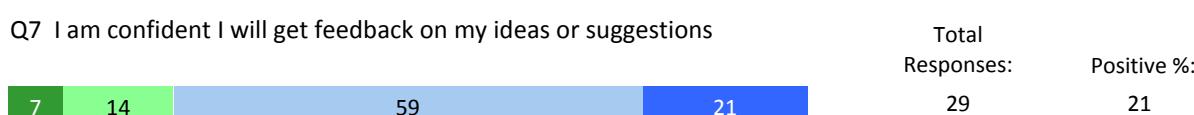
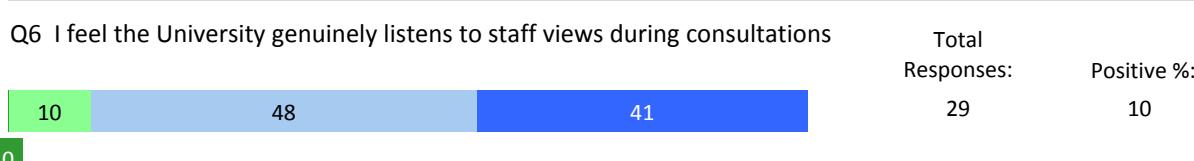
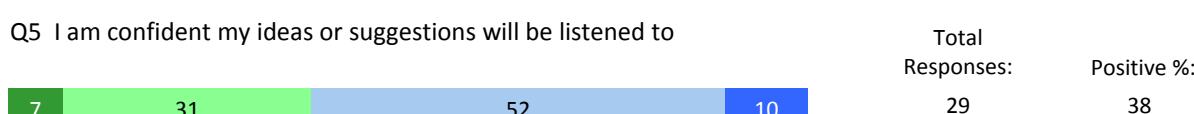
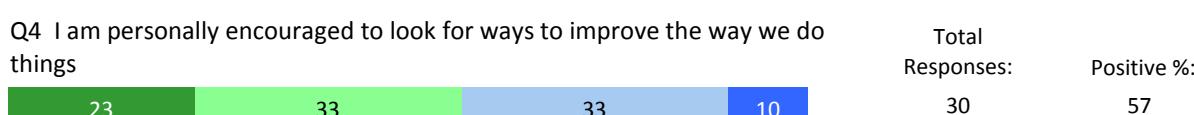
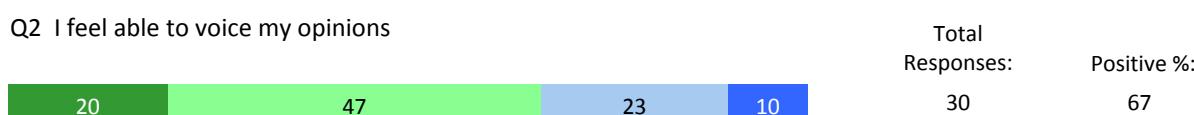
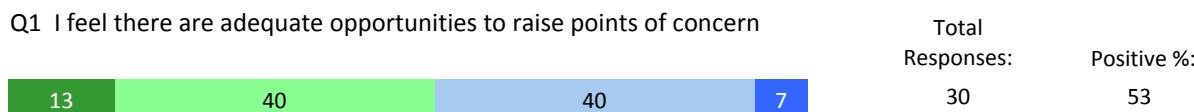


Agree      Tend to Agree      Tend to Disagree      Disagree



## Part D - Frequency Charts for School of Law

### Section Q: Staff Involvement



Agree      Tend to Agree      Tend to Disagree      Disagree

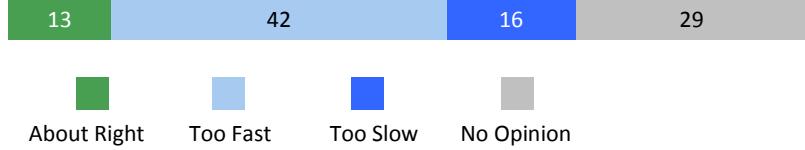


## Part D - Frequency Charts for School of Law

### Section R: Managing Change

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

Total Responses: 31 Positive %: 13



R2 In my opinion the recent PAS changes were well planned

Total Responses: 31 Positive %: 10



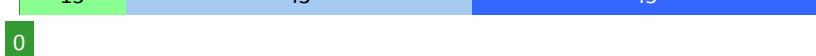
R3 In my opinion the recent PAS changes were well explained

Total Responses: 31 Positive %: 6



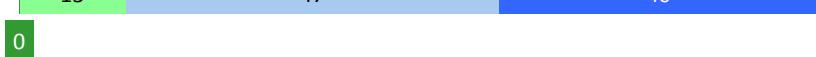
R4 In my opinion other recent changes (not PAS) have been well planned

Total Responses: 30 Positive %: 13



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

Total Responses: 30 Positive %: 13

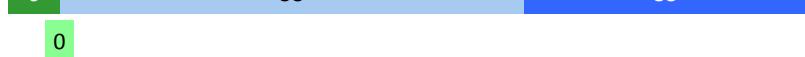


R6a Generally, change within my department is managed well

Total Responses: 31 Positive %: 55

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

Total Responses: 31 Positive %: 6

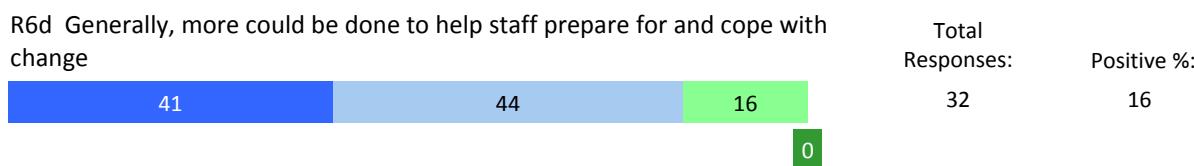


Legend: Agree (green), Tend to Agree (light green), Tend to Disagree (light blue), Disagree (dark blue)

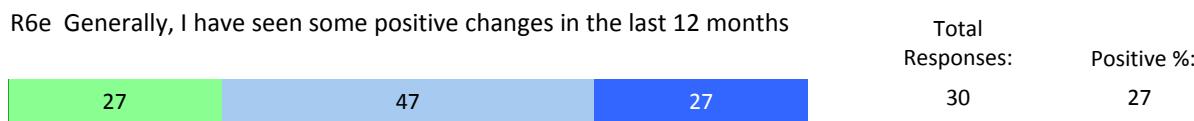


## Part D - Frequency Charts for School of Law

### Section R: Managing Change



Agree      Tend to Agree      Tend to Disagree      Disagree



Agree      Tend to Agree      Tend to Disagree      Disagree



Agree      Tend to Agree      Tend to Disagree      Disagree



## Part E - Comment Themes for School of Law

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

Comment Theme	Count of theme
Being Treated Fairly / Diversity & Inclusion	2
Communication	1
Facilities / Environment	1
Feeling Valued / Supported	1
Job Security	1
Managing Change	1
Management – Immediate / Local	1
Pay & Benefits	1
PAS / Re-organisation	3
Role & Responsibilities	3
Senior Management	4
Systems / Processes	1
Training, Development & Progression	2

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	3
Feeling Valued / Supported	2
Health and Wellbeing	1
Job Satisfaction	3
Management – Immediate / Local	1
Relationships / Co-operation	7
Role & Responsibilities	1
Other	2



## Part F - Survey Results Ranked By Degree of Importance to Respondents for School of Law

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	Qn -ing No.	Question	Number of staff expressing an opinion	Average question score
1	R2	In my opinion the recent PAS changes were well planned	31	1.39
2	R3	In my opinion the recent PAS changes were well explained	31	1.45
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	31	1.61
4	Q6	I feel the University genuinely listens to staff views during consultations	29	1.69
5	R4	In my opinion other recent changes (not PAS) have been well planned	30	1.70
6	R5	In my opinion other recent changes (not PAS) have been well explained	30	1.73
7	R6d	Generally, more could be done to help staff prepare for and cope with change	32	1.75
8	H4	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	30	1.77
9	R6b	Generally, change within the University of Reading is managed well	31	1.77
10	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	30	1.80
11	D8	I often worry about work outside my working hours	32	1.91
12	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	29	1.93
13	R6c	Generally, the process of change causes me concern and worry	29	2.00
14	R6e	Generally, I have seen some positive changes in the last 12 months	30	2.00
15	P6	Communication between senior management and staff is effective	30	2.07
16	Q7	I am confident I will get feedback on my ideas or suggestions	29	2.07
17	H2	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed	31	2.10
18	M8	I am required to do unimportant tasks which prevent me completing more important ones	31	2.10
19	R7	I feel action will be taken as a result of this survey	31	2.10
20	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	29	2.10
21	R6f	Generally, I think things will improve in the next 12 months	30	2.17



Rank	Qn -ing No.	Question	Number of staff expressing an opinion	Average question score
22	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'	22	2.18
23	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	28	2.25
24	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	23	2.26
25	C3	I think my pay adequately reflects my performance	30	2.27
26	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	31	2.29
27	M4	There are usually sufficient people in the team I am working in to handle our workload	32	2.31
28	Q5	I am confident my ideas or suggestions will be listened to	29	2.34
29	M6	I am unable to handle all the conflicting demands on my time at work	30	2.37
30	P4	I know where to find information about important decisions made at the University of Reading	30	2.40
31	P5	On the whole, communication in the University of Reading is effective	30	2.40
32	B8	I feel valued by the University of Reading	31	2.42
33	C2	I feel fairly paid for the work I do	30	2.43
34	P3	There are opportunities for me to feed my views upwards in the University of Reading	30	2.43
35	D11	I feel priorities are changed too frequently for me to work efficiently	31	2.45
36	A1	The University of Reading provides good support to help me balance my work and personal commitments	32	2.47
37	Q8b	I feel there is good co-operation between different departments	30	2.50
38	I4	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them	23	2.52
39	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	17	2.53
40	B11	I feel my job security at the University of Reading is good	32	2.53
41	D10	I have adequate resources to complete my work	32	2.53
42	D9	I find my current workload too much and I am struggling to cope	31	2.55
43	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	23	2.57
44	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	23	2.57
45	C1	Overall, I feel the University of Reading offers a good pay and benefits package	31	2.58
46	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	32	2.59
47	Q1	I feel there are adequate opportunities to raise points of concern	30	2.60
48	A2	I feel I have a good work-life balance	31	2.61
49	E1	I often think about leaving the University	32	2.63
50	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	30	2.70



Rank	Qn -ing No.	Question	Number of staff expressing an opinion	Average question score
51	Q4	I am personally encouraged to look for ways to improve the way we do things	30	2.70
52	C4	I am aware of the University's arrangements for recognising and rewarding good performance	31	2.71
53	C5	I am aware of the benefits offered by the University	31	2.71
54	R6a	Generally, change within my department is managed well	31	2.71
55	D2	I am satisfied with my current role and level of responsibility	32	2.72
56	D4	The division of responsibilities between staff in my work area feels fair	32	2.72
57	P1b	I receive information in a timely way in regard to wider University issues	32	2.72
58	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	29	2.76
59	Q2	I feel able to voice my opinions	30	2.77
60	G3	I have received sufficient training to enable me to do my job well	32	2.78
61	P1a	I receive information in a timely way in regard to local issues in my area of work	32	2.78
62	M9	I am able to take regular breaks on most days	32	2.81
63	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	31	2.84
64	L4	I feel the University is interested in my mental wellbeing	31	2.84
65	B7	I feel part of the University of Reading	32	2.84
66	I8	I feel the University of Reading delivers good quality service to students / internal customers	32	2.84
67	M5	Relationships at work are strained	31	2.87
68	B6	I feel I belong to a team	32	2.88
69	D6	People are willing to help each other even if it means doing something outside their usual activities	32	2.91
70	G1	I feel that I am given the same opportunities to develop as other staff	32	2.91
71	G2	I am satisfied with my current level of learning and development	32	2.91
72	E2	I am actively seeking to leave my job here at the University	31	2.94
73	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	31	2.94
74	B5	I feel inspired to do my best work every day	32	2.94
75	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	32	2.94
76	M7	I have the right equipment to do my job	32	2.94
77	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	32	2.94
78	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	23	2.96
79	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	29	2.97
80	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	32	2.97
81	I11	Would you recommend the University of Reading to a friend as a place to work?	31	3.00
82	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	17	3.00
83	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	29	3.00



Rank	Qn -ing No.	Question	Number of staff expressing an opinion	Average question score
84	I12	Would you recommend the University of Reading to a friend as a place to study?	32	3.03
85	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	30	3.03
86	L3	I feel the University is interested in my physical wellbeing	32	3.06
87	I10	I feel proud to work for the University of Reading	31	3.06
88	K12	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	29	3.07
89	B1	The University of Reading is a good place to work	32	3.16
90	J1	My School / Function Leadership Team manage and lead our School / Function well	31	3.16
91	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	31	3.16
92	L6	The University provides a satisfying work environment	31	3.16
93	Q8a	I feel there is good co-operation between teams in my department	31	3.16
94	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	30	3.17
95	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	29	3.17
96	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	17	3.18
97	A5	I am able to take advantage of flexible working on an informal basis	32	3.19
98	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	32	3.22
99	D1b	I have a clear understanding about what I am expected to achieve in my job	32	3.22
100	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	31	3.23
101	B3	My work is varied and interesting to me	32	3.25
102	B10	I feel valued by students / internal customers	32	3.25
103	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	32	3.25
104	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	31	3.26
105	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	31	3.26
106	D1c	I have a clear understanding about expected standards of performance	32	3.28
107	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	32	3.28
108	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	32	3.28
109	B2	Generally, I enjoy my work	31	3.29
110	J4	My School / Function Leadership Team listen to and respond to the views of staff	31	3.29
111	B4	My work gives me a sense of personal achievement	32	3.31
112	D1a	I have a clear understanding about my role within the University of Reading	32	3.31



Rank	Qn -ing No.	Question	Number of staff expressing an opinion	Average question score
113	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	16	3.31
114	M2	I am satisfied with the support I get from my immediate manager	32	3.31
115	M10	I have a place I can go to take a break at work	32	3.31
116	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	32	3.34
117	B9	I feel valued by my colleagues	32	3.34
118	O6a	The University of Reading respects people equally regardless of their gender	32	3.34
119	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	31	3.35
120	B12	I'm not interested in the University of Reading, to me it's just a job	32	3.38
121	M3	I am satisfied with the support I get from my work colleagues	32	3.38
122	M1	I can decide on my own how to go about doing my work	31	3.42
123	O2	I am aware of the University's priorities for Diversity and Inclusion	31	3.42
124	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	31	3.45
125	O6d	The University of Reading respects people equally regardless of their age	31	3.45
126	D1d	I have a clear understanding about expected standards of behaviour	32	3.47
127	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	31	3.48
128	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	31	3.58
129	O6b	The University of Reading respects people equally regardless of their nationality / race	31	3.58
130	L2	I feel safe and secure in my working environment	32	3.63
131	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	32	3.63
132	O6c	The University of Reading respects people equally regardless of their disability status	29	3.66
133	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	31	3.68
134	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	32	3.69
135	O6f	The University of Reading respects people equally regardless of their religion or beliefs	30	3.70
136	O6e	The University of Reading respects people equally regardless of their sexual orientation	31	3.71
137	L1	I am satisfied that my personal safety is treated seriously at work	32	3.72
138	D3	I am trusted to do my job	32	3.75
<u>Average:</u>				2.82



## Part G - Internal benchmarking for School of Law

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 Law

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

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

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

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

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

Section	Question	University of Reading	Academic School	School of Law	Total Reds	18	24	41
					Total Greens	84	79	64
		Total number of respondents	2673	1280	32			
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	65	50				
	A2 I feel I have a good work-life balance	70	59	52				
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	77	81				
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	84	84				
	A5 I am able to take advantage of flexible working on an informal basis	80	83	84				
Job Satisfaction	B1 The University of Reading is a good place to work	87	84	88				
	B2 Generally, I enjoy my work	92	92	94				
	B3 My work is varied and interesting to me	91	92	84				
	B4 My work gives me a sense of personal achievement	86	87	88				
	B5 I feel inspired to do my best work every day	80	79	72				
	B6 I feel I belong to a team	81	78	69				
	B7 I feel part of the University of Reading	76	73	63				
	B8 I feel valued by the University of Reading	59	55	52				
	B9 I feel valued by my colleagues	88	87	88				
	B10 I feel valued by students / internal customers	85	87	84				
	B11 I feel my job security at the University of Reading is good	70	65	56				
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	92	88				
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	65	61				
	C2 I feel fairly paid for the work I do	60	57	53				
	C3 I think my pay adequately reflects my performance	52	50	43				
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	67	55				
	C5 I am aware of the benefits offered by the University	71	67	55				

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

Prepared by Capita Surveys and Research

## Internal benchmarking for School of Law

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

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

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

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Section	Question	University of Reading	Academic School	School of Law	Total Reds	Total Greens
					2673	1280
Your Role	D1a I have a clear understanding about my role within the University of Reading	90	89	81		
	D1b I have a clear understanding about what I am expected to achieve in my job	89	88	78		
	D1c I have a clear understanding about expected standards of performance	91	90	88		
	D1d I have a clear understanding about expected standards of behaviour	96	95	94		
	D2 I am satisfied with my current role and level of responsibility	76	76	66		
	D3 I am trusted to do my job	93	92	94		
	D4 The division of responsibilities between staff in my work area feels fair	68	65	66		
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	71	71		
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	81	69		
	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	13		
	D8 I don't worry about work outside my working hours *	39	29	28		
	D9 I don't find my current workload too much and I am not struggling to cope *	61	53	55		
	D10 I have adequate resources to complete my work	67	61	53		
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	61	45		
Considering Leaving	E1 I don't think about leaving the University *	65	63	63		
	E2 I'm not actively seeking to leave my job here at the University *	82	82	71		
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	85	88		
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	80	64		
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	67	72		
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	85	67		
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	59	72		
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	73	78		
	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	50		

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

Prepared by Capita Surveys and Research

## Internal benchmarking for School of Law

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

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

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

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

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

Section	Question		Total number of respondents	Total Reds	Total Greens
			University of Reading	Academic School	School of Law
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	78	66	78
	G2 I am satisfied with my current level of learning and development	75	78	69	78
	G3 I have received sufficient training to enable me to do my job well	80	79	69	78
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	78	78	78
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	20	54
	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	39	66
	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	45	65
	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	23	36
	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	41	63
	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	50	71
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	67	78	78
	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	78	81
	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	57	62
	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	48	60
	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	52	62
	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	35	61
	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	32	55
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	81	66	81
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	92	81	81
	I10 I feel proud to work for the University of Reading	85	81	81	81

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

Prepared by Capita Surveys and Research

## Internal benchmarking for School of Law

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

Section	Question	University of Reading	Academic School	School of Law	Total Reds	18	24	41
					Total Greens	84	79	64
		Total number of respondents	2673	1280	32			
Culture and Values (continued)	I11 Would you recommend the University of Reading to a friend as a place to work?	81	78	71				
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	86	78				
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	60	53				
	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	59				
	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	82				
	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	82				
	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	88				
	J1 My School / Function Leadership Team manage and lead our School / Function well	83	85	81				
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	78	69				
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	86	88				
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	76	87				
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	80	79				
	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	84				
	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	84				
	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	90				
	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	90				
	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	94				
	K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	84	83	81				
	K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	78	70				
	K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	74	73	77				
	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	77				
	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	60				
	K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	81	80	77				
	K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	79	78	79				

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

## Internal benchmarking for School of Law

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	University of Reading	Total number of respondents	Total Reds	Total Greens
			2673	18	24
				41	64
				1280	32
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	97	
	L2 I feel safe and secure in my working environment	96	95	91	
	L3 I feel the University is interested in my physical wellbeing	78	74	78	
	L4 I feel the University is interested in my mental wellbeing	68	62	65	
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	56	53	
	L6 The University provides a satisfying work environment	79	77	84	
	L7 Are you aware of the Employee Assistance Programme?	40	34	34	
Working at the University	M1 I can decide on my own how to go about doing my work	93	94	87	
	M2 I am satisfied with the support I get from my immediate manager	86	86	81	
	M3 I am satisfied with the support I get from my work colleagues	90	90	94	
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	55	41	
	M5 Relationships at work are not strained *	75	75	65	
	M6 I am able to handle all the conflicting demands on my time at work *	66	62	50	
	M7 I have the right equipment to do my job	83	80	72	
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	44	35	
	M9 I am able to take regular breaks on most days	69	64	66	
	M10 I have a place I can go to take a break at work	78	81	81	
	M11 I never feel stressed at work *	9	6	6	
	M12 Overall, I don't feel unduly stressed at work * ^	69	64	60	
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	97	100	
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	19	22	
	N7 Are you aware of the University's Harassment Advisors?	35	31	28	

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

Prepared by Capita Surveys and Research

## Internal benchmarking for School of Law

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

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

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

Section	Question		University of Reading	Academic School	School of Law	Total Reds	18	24	41
						Total Greens	84	79	64
		Total number of respondents	2673	1280	32				
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff		91	90	84				
	O2 I am aware of the University's priorities for Diversity and Inclusion		91	91	94				
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students		95	94	100				
	O4a I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to recruitment		94	94	84				
	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	69				
	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	91				
	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	91				
	O6a The University of Reading respects people equally regardless of their gender		92	90	75				
	O6b The University of Reading respects people equally regardless of their nationality / race		95	95	97				
	O6c The University of Reading respects people equally regardless of their disability status		96	96	100				
	O6d The University of Reading respects people equally regardless of their age		92	91	90				
	O6e The University of Reading respects people equally regardless of their sexual orientation		98	98	100				
	O6f The University of Reading respects people equally regardless of their religion or beliefs		98	97	100				
	O7 I have not felt discriminated against at work in the last 12 months? *		92	92	94				
Communication	P1a I receive information in a timely way in regard to local issues in my area of work		81	82	66				
	P1b I receive information in a timely way in regard to wider University issues		76	75	63				
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work		89	89	83				
	P2b The information I receive is straightforward and I understand it in regard to wider University issues		80	78	79				
	P3 There are opportunities for me to feed my views upwards in the University of Reading		57	52	47				
	P4 I know where to find information about important decisions made at the University of Reading		56	51	37				
	P5 On the whole, communication in the University of Reading is effective		60	57	47				
	P6 Communication between senior management and staff is effective		54	50	20				
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other		42	38	17				

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

## Internal benchmarking for School of Law

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

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

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

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

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

Section	Question	University of Reading	Total number of respondents	Total Reds	Total Greens
			2673	18	24
			1280	41	64
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	58	53	
	Q2 I feel able to voice my opinions	71	67	67	
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	69	69	
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	64	57	
	Q5 I am confident my ideas or suggestions will be listened to	60	55	38	
	Q6 I feel the University genuinely listens to staff views during consultations	43	35	10	
	Q7 I am confident I will get feedback on my ideas or suggestions	51	45	21	
	Q8a I feel there is good co-operation between teams in my department	83	83	81	
	Q8b I feel there is good co-operation between different departments	62	60	53	
Managing Change	R1 The current pace of change in the University of Reading is about right	27	22	13	
	R2 In my opinion the recent PAS changes were well planned	17	13	10	
	R3 In my opinion the recent PAS changes were well explained	25	21	6	
	R4 In my opinion other recent changes (not PAS) have been well planned	38	34	13	
	R5 In my opinion other recent changes (not PAS) have been well explained	39	34	13	
	R6a Generally, change within my department is managed well	72	74	55	
	R6b Generally, change within the University of Reading is managed well	36	30	6	
	R6c Generally, the process of change does not cause me concern and worry *	49	43	28	
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	17	16	
	R6e Generally, I have seen some positive changes in the last 12 months	55	46	27	
	R6f Generally, I think things will improve in the next 12 months	61	52	37	
	R7 I feel action will be taken as a result of this survey	54	49	29	

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

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## Internal benchmarking for School of Law

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

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

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

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

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

Section	Question		Total number of respondents	University of Reading	Academic School	School of Law
			Total Reds	18	24	41
		Total Greens	84	79	64	
			2673	1280	32	
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	9	
		Communication	10	16	5	
		Facilities / Environment	7	5	5	
		Feeling Valued / Supported	7	6	5	
		Health and Wellbeing	4	5	0	
		Job Satisfaction	1	1	0	
		Job Security	3	1	5	
		Managing Change	3	5	5	
		Management – Immediate / Local	3	2	5	
		Pay & Benefits	9	10	5	
		PAS / Re-organisation	15	11	14	
		Relationships / Co-operation	3	4	0	
		Role & Responsibilities	4	3	14	
		Student / Internal Customer Satisfaction	2	1	0	
		Senior Management	9	9	18	
		Systems / Processes	8	6	5	
		Training, Development & Progression	5	7	9	
		Other	4	4	0	

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

Prepared by Capita Surveys and Research

**Internal benchmarking for School of Law**

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

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

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

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

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

Section	Question	University of Reading	Academic School	School of Law
	Total number of respondents	2673	1280	32
	Total Reds	18	24	41
	Total Greens	84	79	64
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	13
	Communication	1	1	0
	Facilities / Environment	12	13	13
	Feeling Valued / Supported	12	12	9
	Health and Wellbeing	5	5	4
	Job Satisfaction	14	13	13
	Job Security	3	3	0
	Managing Change	0	1	0
	Management – Immediate / Local	5	4	4
	Pay & Benefits	4	5	0
	PAS / Re-organisation	1	1	0
	Relationships / Co-operation	16	15	30
	Role & Responsibilities	3	3	4
	Student / Internal Customer Satisfaction	3	3	0
	Senior Management	2	1	0
	Systems / Processes	1	1	0
	Training, Development & Progression	6	6	0
	Other	7	7	9

<sup>a</sup> Subset question(s). \* Negatively worded question(s) - See 'Understanding strength analysis' section.

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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	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 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
<i>Are you aware of the University Values for Working Together and Professional Behaviours?</i>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

'Never' is considered the positive response.

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

'About right' is considered the positive response.

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

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

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

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

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



## Negatively worded questions

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

### Example:

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

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

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

## Understanding the effect of rounding

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

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

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

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

### EXAMPLE:

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



## Values assigned to questions in order to rank responses

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

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

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

For example:

The University of Reading is a good place to work

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

Calculation for average question score:

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

$$3.32 = \text{[Average Question Score]}$$

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.