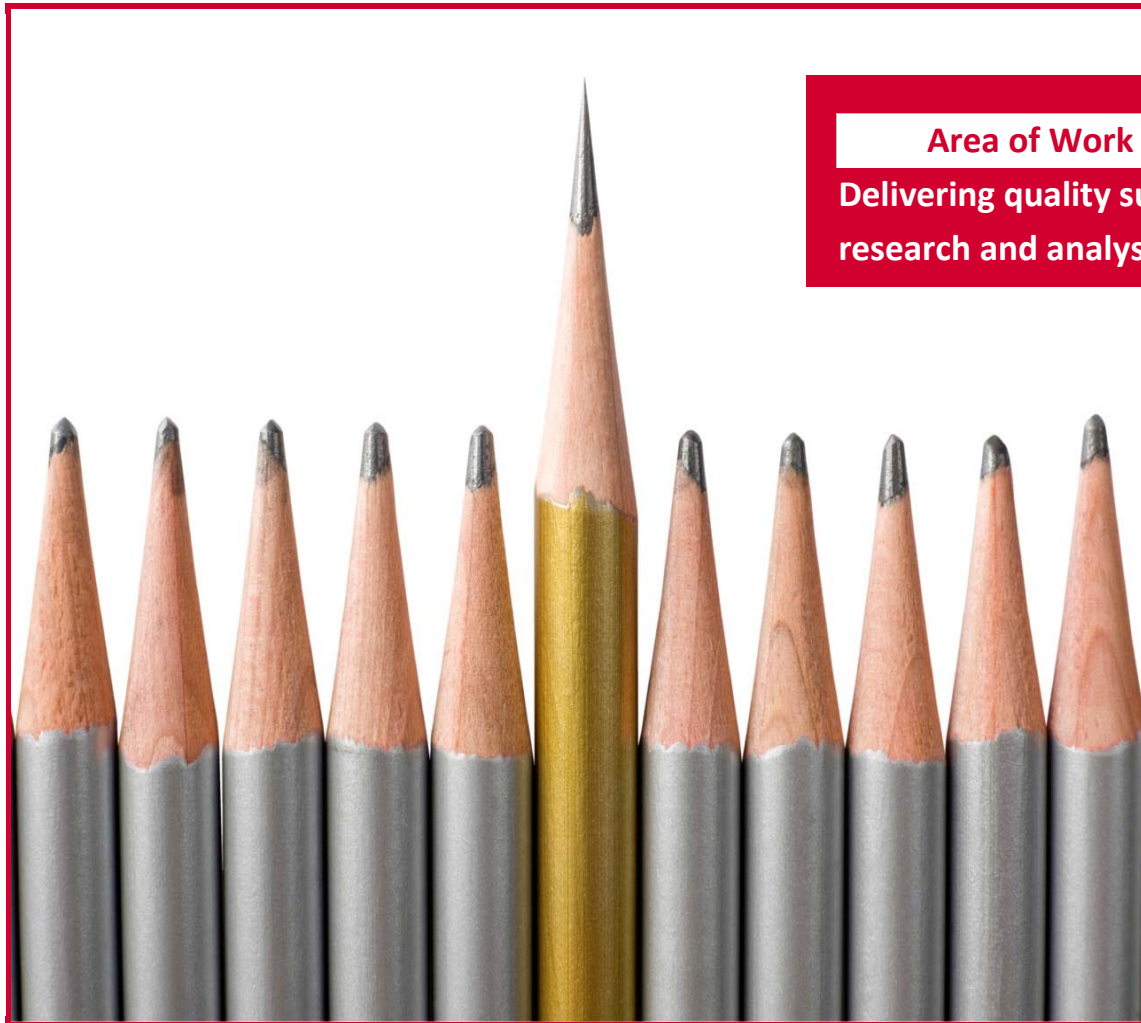


University of Reading



Area of Work Report

Delivering quality survey,
research and analysis solutions.

Vice Chancellor's Office

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 - Vice Chancellor's Office

Background

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

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

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

Response Rate

The selected area of work achieved a response rate of 70% i.e. 30 of the 43 employees in Vice Chancellor's Office responded to the survey.

Presentation of results

This report presents a summary of the results for Vice Chancellor's Office 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 questions¹ to ensure anonymity is maintained. The area of work question results are presented in a descending ranked order within each section they appear in the questionnaire i.e. the most positive responses appear at the top of the section in list format. All results are colour coded to help to identify areas of strength or opportunities for improvement.

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

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

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

Part E: Comment Themes for the selected area of work

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

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

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

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

Part G: Internal benchmarking

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

Part H: Appendix - User Guide

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

Part A - Most positive perceptions for Vice Chancellor's Office

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: 30

Question	AOW
	%
D1d I have a clear understanding about expected standards of behaviour	100
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 ^	100
I12 Would you recommend the University of Reading to a friend as a place to study?	100
L2 I feel safe and secure in my working environment	100
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	100
O2 I am aware of the University's priorities for Diversity and Inclusion	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	100
O6b The University of Reading respects people equally regardless of their nationality / race	100
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	100
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	97
B3 My work is varied and interesting to me	97
B12 I'm interested in the University of Reading, to me it's not just a job *	97
D1c I have a clear understanding about expected standards of performance	97
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	97
I10 I feel proud to work for the University of Reading	97
I11 Would you recommend the University of Reading to a friend as a place to work?	97
L1 I am satisfied that my personal safety is treated seriously at work	97
L6 The University provides a satisfying work environment	97
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	97
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 *	97
O6a The University of Reading respects people equally regardless of their gender	97
O6c The University of Reading respects people equally regardless of their disability status	97

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

Most positive perceptions from the area of work**Total number of responses:** 30

Question	AOW
	%
O6e The University of Reading respects people equally regardless of their sexual orientation	97
O6f The University of Reading respects people equally regardless of their religion or beliefs	97
P1a I receive information in a timely way in regard to local issues in my area of work	97
P1b I receive information in a timely way in regard to wider University issues	97
P3 There are opportunities for me to feed my views upwards in the University of Reading	97

Part B - Least positive perceptions and areas identified for improvement for Vice Chancellor's Office

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: 30

Question	AOW %
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	0
M11 I never feel stressed at work *	13
R2 In my opinion the recent PAS changes were well planned	17
R3 In my opinion the recent PAS changes were well explained	17
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	20
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 *	30
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	30
D8 I don't worry about work outside my working hours *	37
Q6 I feel the University genuinely listens to staff views during consultations	43
R6b Generally, change within the University of Reading is managed well	43
L7 Are you aware of the Employee Assistance Programme?	50
N7 Are you aware of the University's Harassment Advisors?	50
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	50
R1 The current pace of change in the University of Reading is about right	50
R6c Generally, the process of change does not cause me concern and worry *	50

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

Understanding strength analysis

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

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

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

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

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

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

Understanding and using the comparisons in the tables

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

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

- Part C : The AOW has a confidence interval of +/-5%, and UoR has a confidence interval of +/-1%. Therefore as a guide there would need to be a difference of more than six percentage points for this to be considered a real difference between the scores.

Part C - Strength report by section for Vice Chancellor's Office compared to UoR




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

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

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

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

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

	75% or higher = Strength	Positive difference:	117
	51% - 74% = Opportunity for improvement	No difference:	8
	50% or lower = Needs improvement	Negative difference:	29

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section A: Work-Life Balance				
A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	97	77	20	
A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	83	82	1	
A5 I am able to take advantage of flexible working on an informal basis	83	80	3	
A1 The University of Reading provides good support to help me balance my work and personal commitments	80	74	6	
A2 I feel I have a good work-life balance	70	70	0	
Section B: Job Satisfaction				
B3 My work is varied and interesting to me	97	91	6	
B12 I'm interested in the University of Reading, to me it's not just a job *	97	91	6	
B2 Generally, I enjoy my work	93	92	1	
B1 The University of Reading is a good place to work	93	87	6	
B5 I feel inspired to do my best work every day	93	80	13	
B4 My work gives me a sense of personal achievement	90	86	4	
B7 I feel part of the University of Reading	90	76	14	
B9 I feel valued by my colleagues	87	88	-1	
B10 I feel valued by students / internal customers	87	85	2	
B11 I feel my job security at the University of Reading is good	80	70	10	
B8 I feel valued by the University of Reading	80	59	21	

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

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

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

Positive difference: 117
 No difference: 8
 Negative difference: 29

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section B: Job Satisfaction				
B6 I feel I belong to a team	70	81	-11	
Section C: Pay and Benefits				
C1 Overall, I feel the University of Reading offers a good pay and benefits package	93	68	25	
C5 I am aware of the benefits offered by the University	90	71	19	
C4 I am aware of the University's arrangements for recognising and rewarding good performance	90	69	21	
C2 I feel fairly paid for the work I do	70	60	10	
C3 I think my pay adequately reflects my performance	63	52	11	
Section D: Your Role				
D1d I have a clear understanding about expected standards of behaviour	100	96	4	
D1c I have a clear understanding about expected standards of performance	97	91	6	
D5 I have enough freedom to do what is necessary to put students / internal customers first every time	93	77	16	
D3 I am trusted to do my job	90	93	-3	
D6 People are willing to help each other even if it means doing something outside their usual activities	90	82	8	
D1a I have a clear understanding about my role within the University of Reading	87	90	-3	
D1b I have a clear understanding about what I am expected to achieve in my job	87	89	-2	
D2 I am satisfied with my current role and level of responsibility	83	76	7	
D4 The division of responsibilities between staff in my work area feels fair	70	68	2	
D11 I don't feel priorities are changed too frequently for me to work efficiently *	67	63	4	
D9 I don't find my current workload too much and I am not struggling to cope *	60	61	-1	
D10 I have adequate resources to complete my work	57	67	-10	
D8 I don't worry about work outside my working hours *	37	39	-2	
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 *	30	33	-3	
Section E: Considering Leaving				
E2 I'm not actively seeking to leave my job here at the University *	83	82	1	
E1 I don't think about leaving the University *	69	65	4	
Section F: Performance Development Review (PDR)				
F3 Was your Performance Development Review (PDR) useful for you? ^	95	68	27	
F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	92	75	17	
F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	91	64	27	
F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	82	85	-3	

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

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

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

Positive difference: 117
 No difference: 8
 Negative difference: 29

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
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? ^	73	74	-1	
F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	0	43	-43	
Section G: Learning and Development				
G1 I feel that I am given the same opportunities to develop as other staff	93	78	15	
G3 I have received sufficient training to enable me to do my job well	83	80	3	
G4 Overall, I feel that the University of Reading provides appropriate development opportunities	83	77	6	
G2 I am satisfied with my current level of learning and development	72	75	-3	
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	90	61	29	
H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers	89	69	20	
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	85	76	9	
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	83	69	14	
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	70	69	1	
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	52	43	9	
Section I: Culture and Values				
I12 Would you recommend the University of Reading to a friend as a place to study?	100	89	11	
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 ^	100	69	31	
I9 I feel my Department / School / Function delivers good quality service to students / internal customers	97	92	5	
I10 I feel proud to work for the University of Reading	97	85	12	
I11 Would you recommend the University of Reading to a friend as a place to work?	97	81	16	
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 ^	96	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 ^	93	88	5	
I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	93	85	8	

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

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

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

Positive difference: **117**
 No difference: **8**
 Negative difference: **29**

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section I: Culture and Values				
I1 How much do you feel you know about the University’s strategic objectives i.e. Vision 2026?	90	70	20	
I13 Are you aware of the University Values for Working Together and Professional Behaviours?	90	63	27	
I8 I feel the University of Reading delivers good quality service to students / internal customers	86	83	3	
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	85	64	21	
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 ^	81	76	5	
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	
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 ^	78	64	14	
I5 To what extent do you agree or disagree with the following statements in relation to the University’s strategic objectives i.e. Vision 2026? I understand how my role contributes to them ^	77	64	13	
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 ^	70	63	7	
Section J: Your School or Function Leadership				
J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	96	85	11	
J1 My School / Function Leadership Team manage and lead our School / Function well	96	83	13	
J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	89	81	8	
J4 My School / Function Leadership Team listen to and respond to the views of staff	89	75	14	
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	82	76	6	
Section K: Your Manager / Supervisor				
K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis	93	93	0	
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	93	86	7	
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	93	81	12	
K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	90	90	0	
K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	90	88	2	
K3 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	87	93	-6	

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

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

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

Positive difference: 117
 No difference: 8
 Negative difference: 29

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section K: Your Manager / Supervisor				
K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	87	81	6	
K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	83	84	-1	
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	77	79	-2	
K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	77	74	3	
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	77	72	5	
K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	70	79	-9	
Section L: Health, Safety and Wellbeing				
L2 I feel safe and secure in my working environment	100	96	4	
L1 I am satisfied that my personal safety is treated seriously at work	97	95	2	
L6 The University provides a satisfying work environment	97	79	18	
L3 I feel the University is interested in my physical wellbeing	83	78	5	
L4 I feel the University is interested in my mental wellbeing	70	68	2	
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	62	0	
L7 Are you aware of the Employee Assistance Programme?	50	40	10	
Section M: Working at the University				
M1 I can decide on my own how to go about doing my work	93	93	0	
M7 I have the right equipment to do my job	93	83	10	
M3 I am satisfied with the support I get from my work colleagues	90	90	0	
M2 I am satisfied with the support I get from my immediate manager	83	86	-3	
M5 Relationships at work are not strained *	83	75	8	
M10 I have a place I can go to take a break at work	73	78	-5	
M9 I am able to take regular breaks on most days	70	69	1	
M6 I am able to handle all the conflicting demands on my time at work *	63	66	-3	
M12 Overall, I don't feel unduly stressed at work * ^	62	69	-7	
M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	60	54	6	
M4 There are usually sufficient people in the team I am working in to handle our workload	57	61	-4	
M11 I never feel stressed at work *	13	9	4	
Section N: Harassment and Bullying				
N1 I'm not currently being harassed or bullied at work? *	93	97	-4	

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

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

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

Positive difference: **117**
 No difference: **8**
 Negative difference: **29**

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section N: Harassment and Bullying				
N7 Are you aware of the University’s Harassment Advisors?	50	35	15	
N6 Are you aware of the Health Advocacy Respect and Care Advisors?	30	23	7	
Section O: Diversity and Inclusion				
O6b The University of Reading respects people equally regardless of their nationality / race	100	95	5	
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	100	94	6	
O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	100	91	9	
O2 I am aware of the University’s priorities for Diversity and Inclusion	100	91	9	
O6e The University of Reading respects people equally regardless of their sexual orientation	97	98	-1	
O6f The University of Reading respects people equally regardless of their religion or beliefs	97	98	-1	
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 *	97	96	1	
O6c The University of Reading respects people equally regardless of their disability status	97	96	1	
O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	97	95	2	
O6a The University of Reading respects people equally regardless of their gender	97	92	5	
O7 I have not felt discriminated against at work in the last 12 months? *	93	92	1	
O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion	93	82	11	
O6d The University of Reading respects people equally regardless of their age	90	92	-2	
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 *	86	90	-4	
Section P: Communication				
P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	100	89	11	
P1a I receive information in a timely way in regard to local issues in my area of work	97	81	16	
P1b I receive information in a timely way in regard to wider University issues	97	76	21	
P3 There are opportunities for me to feed my views upwards in the University of Reading	97	57	40	
P2b The information I receive is straightforward and I understand it in regard to wider University issues	93	80	13	
P4 I know where to find information about important decisions made at the University of Reading	90	56	34	
P5 On the whole, communication in the University of Reading is effective	80	60	20	
P6 Communication between senior management and staff is effective	70	54	16	

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

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

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

Positive difference: 117
 No difference: 8
 Negative difference: 29

Total number of responses:		30	2673	
Question	AOW %	UoR %	+/-	
Section P: Communication				
P7 On the whole, the different parts of the University of Reading communicate effectively with each other	50	42	8	
Section Q: Staff Involvement				
Q8a I feel there is good co-operation between teams in my department	93	83	10	
Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	93	72	21	
Q2 I feel able to voice my opinions	87	71	16	
Q8b I feel there is good co-operation between different departments	80	62	18	
Q4 I am personally encouraged to look for ways to improve the way we do things	79	69	10	
Q1 I feel there are adequate opportunities to raise points of concern	77	64	13	
Q5 I am confident my ideas or suggestions will be listened to	70	60	10	
Q7 I am confident I will get feedback on my ideas or suggestions	69	51	18	
Q6 I feel the University genuinely listens to staff views during consultations	43	43	0	
Section R: Managing Change				
R6a Generally, change within my department is managed well	86	72	14	
R6f Generally, I think things will improve in the next 12 months	83	61	22	
R6e Generally, I have seen some positive changes in the last 12 months	77	55	22	
R7 I feel action will be taken as a result of this survey	77	54	23	
R4 In my opinion other recent changes (not PAS) have been well planned	63	38	25	
R5 In my opinion other recent changes (not PAS) have been well explained	58	39	19	
R6c Generally, the process of change does not cause me concern and worry *	50	49	1	
R1 The current pace of change in the University of Reading is about right	50	27	23	
R6b Generally, change within the University of Reading is managed well	43	36	7	
R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	20	18	2	
R3 In my opinion the recent PAS changes were well explained	17	25	-8	
R2 In my opinion the recent PAS changes were well planned	17	17	0	

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

Part D - Frequency Charts for Vice Chancellor's Office

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 Vice Chancellor's Office

Section A: Work-Life Balance

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



Total
Responses:
30

Positive %:
80

A2 I feel I have a good work-life balance



Total
Responses:
30

Positive %:
70

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



Total
Responses:
30

Positive %:
97

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



Total
Responses:
30

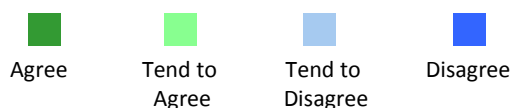
Positive %:
83

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



Total
Responses:
29

Positive %:
83



Part D - Frequency Charts for Vice Chancellor's Office

Section B: Job Satisfaction

B1 The University of Reading is a good place to work



Total
Responses:
30

Positive %:
93

B2 Generally, I enjoy my work



Total
Responses:
30

Positive %:
93

B3 My work is varied and interesting to me



Total
Responses:
30

Positive %:
97

B4 My work gives me a sense of personal achievement



Total
Responses:
30

Positive %:
90

B5 I feel inspired to do my best work every day



Total
Responses:
30

Positive %:
93

B6 I feel I belong to a team



Total
Responses:
30

Positive %:
70

B7 I feel part of the University of Reading



Total
Responses:
30





Positive %:
90

B8 I feel valued by the University of Reading



Total
Responses:
30

Positive %:
80

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section B: Job Satisfaction

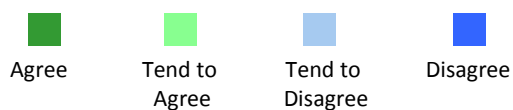
B9 I feel valued by my colleagues

Total
Responses:
30Positive %:
87

B10 I feel valued by students / internal customers

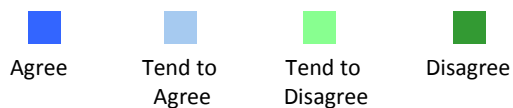
Total
Responses:
30Positive %:
87

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

Total
Responses:
30Positive %:
80

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

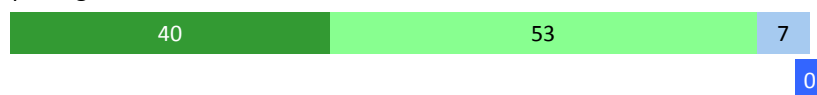
Total
Responses:
30Positive %:
97

Agree Tend to Agree Tend to Disagree Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section C: Pay and Benefits

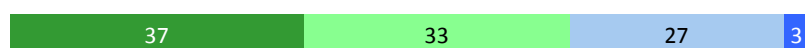
C1 Overall, I feel the University of Reading offers a good pay and benefits package



Total
Responses:
30

Positive %:
93

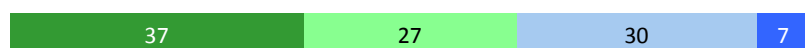
C2 I feel fairly paid for the work I do



Total
Responses:
30

Positive %:
70

C3 I think my pay adequately reflects my performance



Total
Responses:
30

Positive %:
63

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



Total
Responses:
29

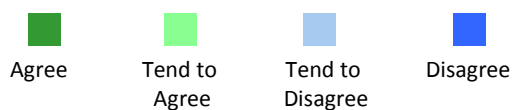
Positive %:
90

C5 I am aware of the benefits offered by the University



Total
Responses:
30

Positive %:
90



Part D - Frequency Charts for Vice Chancellor's Office

Section D: Your Role

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



Total
Responses:
30

Positive %:
87

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



Total
Responses:
30

Positive %:
87

D1c I have a clear understanding about expected standards of performance



Total
Responses:
30

Positive %:
97

D1d I have a clear understanding about expected standards of behaviour



Total
Responses:
30

Positive %:
100

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



Total
Responses:
30

Positive %:
83

D3 I am trusted to do my job



Total
Responses:
30

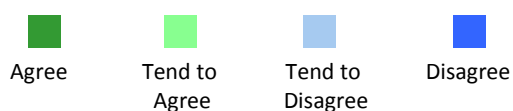
Positive %:
90

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



Total
Responses:
30

Positive %:
70



Part D - Frequency Charts for Vice Chancellor's Office

Section D: Your Role

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



Total
Responses:
29





Positive %:
93

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

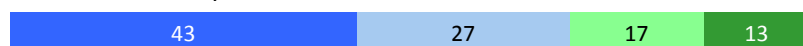


Total
Responses:
30

Positive %:
90

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
30

Positive %:
30

D8 I often worry about work outside my working hours



Total
Responses:
30





Positive %:
37

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



Total
Responses:
30

Positive %:
60





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

D10 I have adequate resources to complete my work

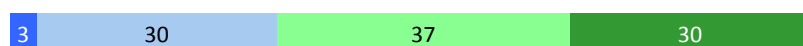


Total
Responses:
30

Positive %:
57





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
30

Positive %:
67

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section E: Considering Leaving

E1 I often think about leaving the University



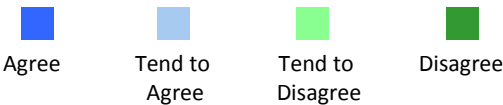
Total Responses: 29
Positive %: 69

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



Total Responses: 30
Positive %: 83

0



Part D - Frequency Charts for Vice Chancellor's Office

Section F: Performance Development Review (PDR)

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



Total
Responses:
30

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



Total
Responses:
24

Positive %:
92

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

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



Total
Responses:
22

Positive %:
95

(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:
22

Positive %:
82

(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:
22

Positive %:
91

(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:
22

Positive %:
73

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



Yes



No

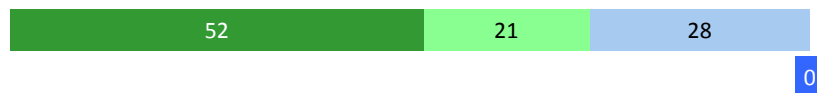
Part D - Frequency Charts for Vice Chancellor's Office

Section G: Learning and Development

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

Total
Responses:
29Positive %:
93

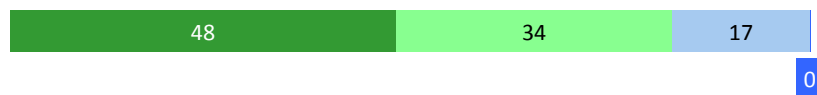
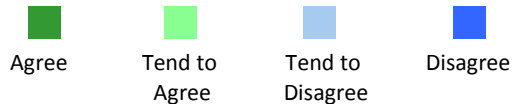
G2 I am satisfied with my current level of learning and development

Total
Responses:
29Positive %:
72

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

Total
Responses:
29Positive %:
83

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

Total
Responses:
29Positive %:
83

Part D - Frequency Charts for Vice Chancellor's Office

Section H: University Executive Board (UEB)

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



Total
Responses:

29

Positive %:

90

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



Total
Responses:

29

Positive %:

83

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



Total
Responses:

28

Positive %:

89

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



Total
Responses:

29

Positive %:

52

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



Total
Responses:

27

Positive %:

70

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

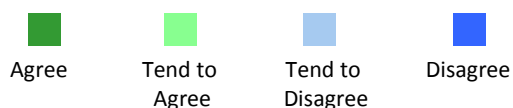


Total
Responses:

26

Positive %:

85



Part D - Frequency Charts for Vice Chancellor's Office

Section I: Culture and Values

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



 A Lot
  A Little
  Nothing

Total
Responses:
30

Positive %:
90

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

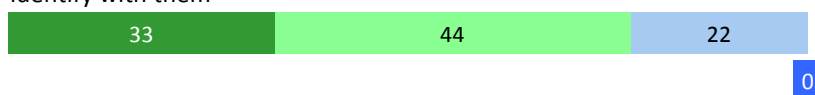


(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

Total
Responses:
27

Positive %:
78

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



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

Total
Responses:
27

Positive %:
78

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



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

Total
Responses:
27

Positive %:
70

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

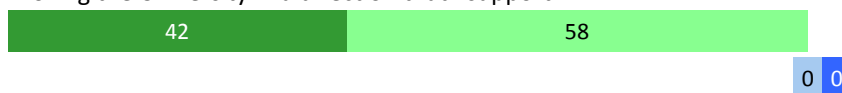


(based on the number of respondents answering 'A Lot' or 'A Little' to I1)

Total
Responses:
26

Positive %:
77





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



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

Total
Responses:
26

Positive %:
100

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section I: Culture and Values

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



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

Total Responses:	Positive %:
26	85

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



Total Responses:	Positive %:
29	86

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



Total Responses:	Positive %:
29	97

I10 I feel proud to work for the University of Reading



Total Responses:	Positive %:
29	97

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

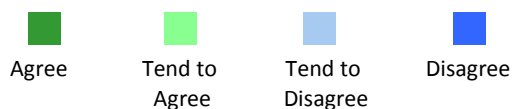


Total Responses:	Positive %:
30	97

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



Total Responses:	Positive %:
30	100



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



Total Responses:	Positive %:
30	90



Part D - Frequency Charts for Vice Chancellor's Office

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:

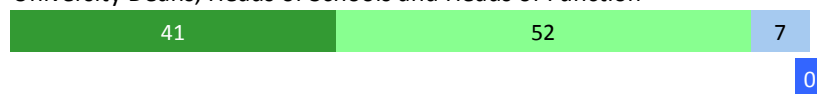
27

Positive %:

81

(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:

27

Positive %:

93

(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:

27

Positive %:

93

(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



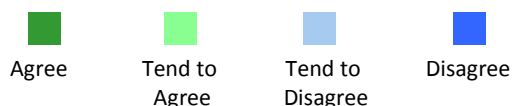
Total
Responses:

27

Positive %:

96

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



Part D - Frequency Charts for Vice Chancellor's Office

Section J: Your School or Function Leadership

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



Total
Responses:
28

Positive %:
96

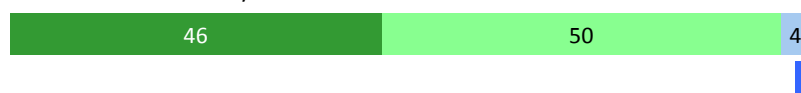
J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function



Total
Responses:
28

Positive %:
82

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



Total
Responses:
28

Positive %:
96

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



Total
Responses:
28

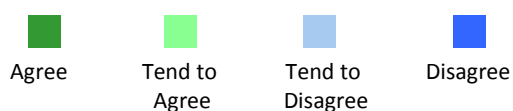
Positive %:
89

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



Total
Responses:
28

Positive %:
89



Part D - Frequency Charts for Vice Chancellor's Office

Section K: Your Manager / Supervisor

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



Total
Responses:

Positive %:

30

93

K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed



Total
Responses:

Positive %:

30

90

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



Total
Responses:

Positive %:

30

87

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



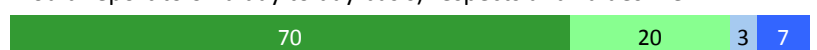
Total
Responses:

Positive %:

30

93

K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me



Total
Responses:

Positive %:

30

90

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



Total
Responses:

Positive %:

30

83

K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance



Total
Responses:

Positive %:

30

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

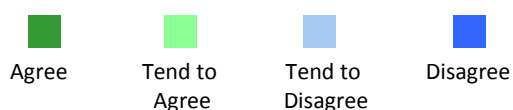


Total
Responses:

Positive %:

30

77



Part D - Frequency Charts for Vice Chancellor's Office

Section K: Your Manager / Supervisor

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



Total
Responses:

30

Positive %:

93

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 %:

77

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:

30

Positive %:

87

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

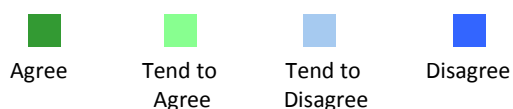


Total
Responses:

30

Positive %:

77



Part D - Frequency Charts for Vice Chancellor's Office

Section L: Health, Safety and Wellbeing

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



Total
Responses:
30

Positive %:
97

L2 I feel safe and secure in my working environment



Total
Responses:
30

Positive %:
100

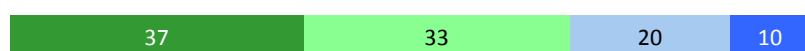
L3 I feel the University is interested in my physical wellbeing



Total
Responses:
29

Positive %:
83

L4 I feel the University is interested in my mental wellbeing



Total
Responses:
30

Positive %:
70

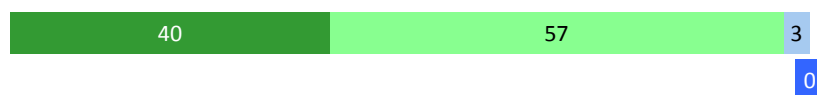
L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing



Total
Responses:
29





Positive %:
62

L6 The University provides a satisfying work environment



Total
Responses:
30

Positive %:
97

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

L7 Are you aware of the Employee Assistance Programme?



Total
Responses:
30

Positive %:
50

 Yes
  No

Part D - Frequency Charts for Vice Chancellor's Office

Section M: Working at the University

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



Total
Responses:
30

Positive %:
93

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



Total
Responses:
29

Positive %:
83

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



Total
Responses:
29





Positive %:
90

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



Total
Responses:
30

Positive %:
57

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

M5 Relationships at work are strained



Total
Responses:
30





Positive %:
83

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



Total
Responses:
30

Positive %:
63





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

M7 I have the right equipment to do my job



Total
Responses:
30

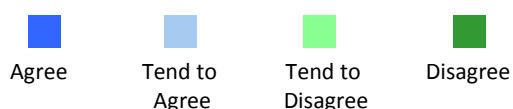
Positive %:
93

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section M: Working at the University

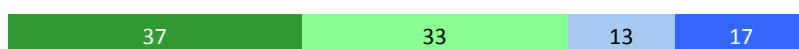
M8 I am required to do unimportant tasks which prevent me completing more important ones



Total
Responses:
30

Positive %:
60

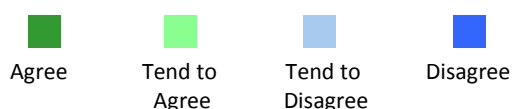
M9 I am able to take regular breaks on most days



Total
Responses:
30

Positive %:
70

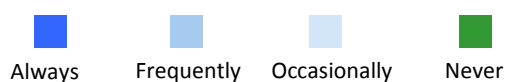
M10 I have a place I can go to take a break at work



Total
Responses:
30

Positive %:
73

M11 I feel stressed at work



Total
Responses:
30

Positive %:
13

M12 Overall, I feel unduly stressed at work



Total
Responses:
26

Positive %:
62

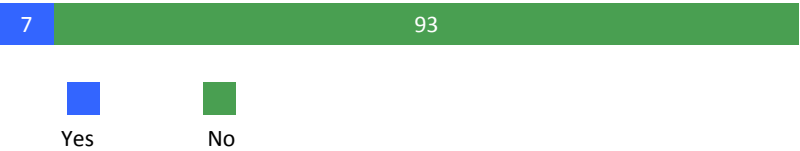
(based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to M11)



Part D - Frequency Charts for Vice Chancellor's Office

Section N: Harassment and Bullying

N1 Are you currently being harassed or bullied at work?



Total Responses: 29
Positive %: 93

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



Total Responses: 30
Positive %: 30

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



Total Responses: 30
Positive %: 50

Part D - Frequency Charts for Vice Chancellor's Office

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:
30

Positive %:
100

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



Total
Responses:
30

Positive %:
100

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



Total
Responses:
30

Positive %:
97

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:
30

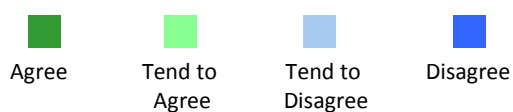
Positive %:
100

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



Total
Responses:
30

Positive %:
93



Part D - Frequency Charts for Vice Chancellor’s Office

Section O: Diversity and Inclusion

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



Total Responses:	Positive %:
29	86

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



Total Responses:	Positive %:
29	97

0



Part D - Frequency Charts for Vice Chancellor's Office

Section O: Diversity and Inclusion

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



Total
Responses:
30

Positive %:
97

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



Total
Responses:
30

Positive %:
100

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



Total
Responses:
29

Positive %:
97

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



Total
Responses:
29

Positive %:
90

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



Total
Responses:
30





Positive %:
97

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



Total
Responses:
30

Positive %:
97

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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



Total
Responses:
30

Positive %:
93

 Yes
  No

Part D - Frequency Charts for Vice Chancellor's Office

Section P: Communication

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



Total
Responses:
30

Positive %:
97

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



Total
Responses:
30

Positive %:
97

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



Total
Responses:
28

Positive %:
100

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



Total
Responses:
28

Positive %:
93

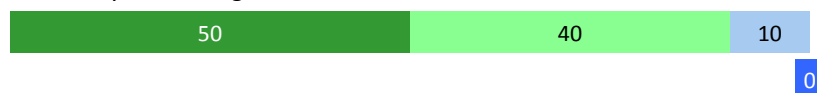
P3 There are opportunities for me to feed my views upwards in the University of Reading



Total
Responses:
30

Positive %:
97

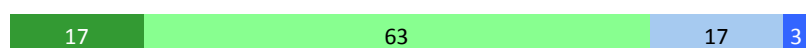
P4 I know where to find information about important decisions made at the University of Reading



Total
Responses:
30

Positive %:
90

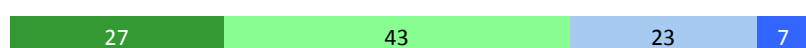
P5 On the whole, communication in the University of Reading is effective



Total
Responses:
30

Positive %:
80

P6 Communication between senior management and staff is effective



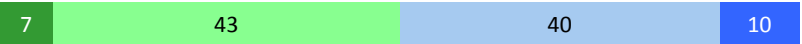
Total
Responses:
30

Positive %:
70

Part D - Frequency Charts for Vice Chancellor's Office

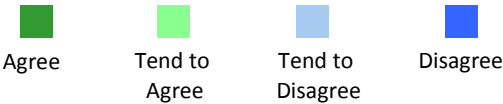
Section P: Communication

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



Total
Responses:
30

Positive %:
50



Part D - Frequency Charts for Vice Chancellor's Office

Section Q: Staff Involvement

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



Total
Responses:
30

Positive %:
77

Q2 I feel able to voice my opinions



Total
Responses:
30

Positive %:
87

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



Total
Responses:
30

Positive %:
93

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



Total
Responses:
29

Positive %:
79

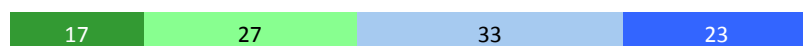
Q5 I am confident my ideas or suggestions will be listened to



Total
Responses:
30

Positive %:
70

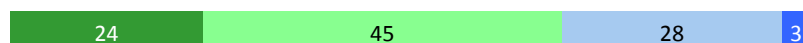
Q6 I feel the University genuinely listens to staff views during consultations



Total
Responses:
30

Positive %:
43

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



Total
Responses:
29

Positive %:
69

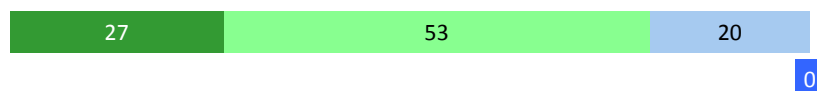
Q8a I feel there is good co-operation between teams in my department



Total
Responses:
30

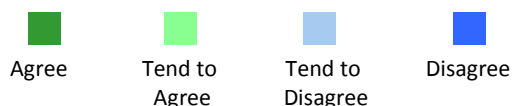
Positive %:
93

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



Total
Responses:
30

Positive %:
80







Part D - Frequency Charts for Vice Chancellor's Office

Section R: Managing Change

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



 About Right
  Too Fast
  Too Slow
  No Opinion

Total
Responses:
30

Positive %:
50

R2 In my opinion the recent PAS changes were well planned



Total
Responses:
29

Positive %:
17

R3 In my opinion the recent PAS changes were well explained



Total
Responses:
29

Positive %:
17

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



Total
Responses:
27

Positive %:
63

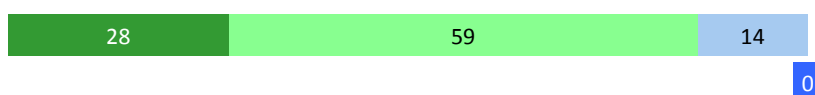
R5 In my opinion other recent changes (not PAS) have been well explained



Total
Responses:
26

Positive %:
58

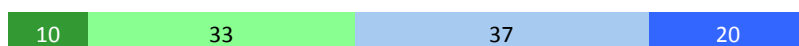
R6a Generally, change within my department is managed well



Total
Responses:
29





Positive %:
86

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



Total
Responses:
30

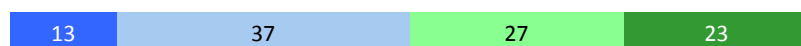
Positive %:
43

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part D - Frequency Charts for Vice Chancellor's Office

Section R: Managing Change

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



Total
Responses:
30

Positive %:
50

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



Total
Responses:
30

Positive %:
20





 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

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

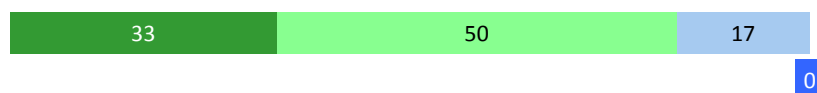


Total
Responses:
30

Positive %:
77

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

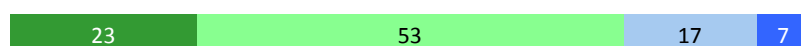
R6f Generally, I think things will improve in the next 12 months



Total
Responses:
30





Positive %:
83

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



Total
Responses:
30

Positive %:
77

 Agree
  Tend to Agree
  Tend to Disagree
  Disagree

Part E - Comment Themes for Vice Chancellor's Office

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

Comment Theme	Count of theme
Being Treated Fairly / Diversity & Inclusion	1
Communication	4
Facilities / Environment	1
Job Satisfaction	1
Job Security	1
Managing Change	2
PAS / Re-organisation	4
Relationships / Co-operation	2
Senior Management	3
Systems / Processes	2
Training, Development & Progression	1
Other	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	2
Feeling Valued / Supported	5
Health and Wellbeing	1
Job Satisfaction	3
Job Security	1
Relationships / Co-operation	4
Systems / Processes	1
Training, Development & Progression	1
Other	4

Part F - Survey Results Ranked By Degree of Importance to Respondents for Vice Chancellor's Office

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

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

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

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
1	R2	In my opinion the recent PAS changes were well planned	29	1.62
2	R3	In my opinion the recent PAS changes were well explained	29	1.72
3	R6d	Generally, more could be done to help staff prepare for and cope with change	30	1.90
4	D7	I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	30	2.00
5	D8	I often worry about work outside my working hours	30	2.17
6	R6b	Generally, change within the University of Reading is managed well	30	2.33
7	Q6	I feel the University genuinely listens to staff views during consultations	30	2.37
8	P7	On the whole, the different parts of the University of Reading communicate effectively with each other	30	2.47
9	R5	In my opinion other recent changes (not PAS) have been well explained	26	2.54
10	D10	I have adequate resources to complete my work	30	2.60
11	R6c	Generally, the process of change causes me concern and worry	30	2.60
12	H4	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	29	2.62
13	R4	In my opinion other recent changes (not PAS) have been well planned	27	2.63
14	D9	I find my current workload too much and I am struggling to cope	30	2.70
15	M8	I am required to do unimportant tasks which prevent me completing more important ones	30	2.73
16	M4	There are usually sufficient people in the team I am working in to handle our workload	30	2.80
17	M6	I am unable to handle all the conflicting demands on my time at work	30	2.87
18	L5	The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	29	2.90
19	Q7	I am confident I will get feedback on my ideas or suggestions	29	2.90
20	M9	I am able to take regular breaks on most days	30	2.90
21	P6	Communication between senior management and staff is effective	30	2.90
22	E1	I often think about leaving the University	29	2.93
23	C3	I think my pay adequately reflects my performance	30	2.93
24	D11	I feel priorities are changed too frequently for me to work efficiently	30	2.93
25	P5	On the whole, communication in the University of Reading is effective	30	2.93
26	R7	I feel action will be taken as a result of this survey	30	2.93

Rank	Qn	Question	Number of staff expressing an opinion	Average question score
-ing	No.			
27	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	26	2.96
28	L4	I feel the University is interested in my mental wellbeing	30	2.97
29	H5	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community	27	3.00
30	Q5	I am confident my ideas or suggestions will be listened to	30	3.00
31	A2	I feel I have a good work-life balance	30	3.03
32	C2	I feel fairly paid for the work I do	30	3.03
33	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	3.03
34	Q1	I feel there are adequate opportunities to raise points of concern	30	3.03
35	A1	The University of Reading provides good support to help me balance my work and personal commitments	30	3.07
36	Q8b	I feel there is good co-operation between different departments	30	3.07
37	M5	Relationships at work are strained	30	3.10
38	M10	I have a place I can go to take a break at work	30	3.10
39	I3	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them	27	3.11
40	D4	The division of responsibilities between staff in my work area feels fair	30	3.13
41	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	30	3.13
42	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	29	3.14
43	R6a	Generally, change within my department is managed well	29	3.14
44	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	28	3.14
45	B8	I feel valued by the University of Reading	30	3.17
46	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	3.17
47	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
48	R6e	Generally, I have seen some positive changes in the last 12 months	30	3.17
49	R6f	Generally, I think things will improve in the next 12 months	30	3.17
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	26	3.19
51	H1	The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	29	3.21
52	L3	I feel the University is interested in my physical wellbeing	29	3.21
53	I4	To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them	27	3.22

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
54	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	26	3.23
55	A4	I believe that if I requested flexible working arrangements, my request would be considered fairly	30	3.23
56	G2	I am satisfied with my current level of learning and development	29	3.24
57	I8	I feel the University of Reading delivers good quality service to students / internal customers	29	3.24
58	Q4	I am personally encouraged to look for ways to improve the way we do things	29	3.24
59	J4	My School / Function Leadership Team listen to and respond to the views of staff	28	3.25
60	B6	I feel I belong to a team	30	3.27
61	B10	I feel valued by students / internal customers	30	3.27
62	D6	People are willing to help each other even if it means doing something outside their usual activities	30	3.27
63	A5	I am able to take advantage of flexible working on an informal basis	29	3.28
64	G3	I have received sufficient training to enable me to do my job well	29	3.28
65	J2	My School / Function Leadership Team set out a clear vision of the future for our School / Function	28	3.29
66	J5	My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	28	3.29
67	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	27	3.30
68	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	27	3.30
69	B11	I feel my job security at the University of Reading is good	30	3.30
70	K11	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	30	3.30
71	Q2	I feel able to voice my opinions	30	3.30
72	G4	Overall, I feel that the University of Reading provides appropriate development opportunities	29	3.31
73	M2	I am satisfied with the support I get from my immediate manager	29	3.31
74	C1	Overall, I feel the University of Reading offers a good pay and benefits package	30	3.33
75	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	27	3.33
76	D2	I am satisfied with my current role and level of responsibility	30	3.37
77	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	30	3.37
78	L6	The University provides a satisfying work environment	30	3.37
79	D5	I have enough freedom to do what is necessary to put students / internal customers first every time	29	3.38
80	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	30	3.40
81	P1b	I receive information in a timely way in regard to wider University issues	30	3.40
82	P3	There are opportunities for me to feed my views upwards in the University of Reading	30	3.40

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
83	P4	I know where to find information about important decisions made at the University of Reading	30	3.40
84	Q3	If I want to put forward new ideas or suggestions for improvement, I know how to do so	30	3.40
85	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	26	3.42
86	J3	My School / Function Leadership Team support new ideas for improving services for students / internal customers	28	3.43
87	B4	My work gives me a sense of personal achievement	30	3.43
88	B9	I feel valued by my colleagues	30	3.43
89	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	30	3.43
90	Q8a	I feel there is good co-operation between teams in my department	30	3.43
91	I16	To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Managers in your School / Function	27	3.44
92	P2b	The information I receive is straightforward and I understand it in regard to wider University issues	28	3.46
93	B7	I feel part of the University of Reading	30	3.47
94	E2	I am actively seeking to leave my job here at the University	30	3.47
95	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	30	3.47
96	K3	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is approachable	30	3.47
97	P1a	I receive information in a timely way in regard to local issues in my area of work	30	3.47
98	M3	I am satisfied with the support I get from my work colleagues	29	3.48
99	B5	I feel inspired to do my best work every day	30	3.50
100	I11	Would you recommend the University of Reading to a friend as a place to work?	30	3.50
101	J1	My School / Function Leadership Team manage and lead our School / Function well	28	3.50
102	M7	I have the right equipment to do my job	30	3.50
103	G1	I feel that I am given the same opportunities to develop as other staff	29	3.52
104	I10	I feel proud to work for the University of Reading	29	3.52
105	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	29	3.52
106	C5	I am aware of the benefits offered by the University	30	3.53
107	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	30	3.53
108	K5	My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	30	3.53
109	M1	I can decide on my own how to go about doing my work	30	3.53
110	B1	The University of Reading is a good place to work	30	3.57
111	D1a	I have a clear understanding about my role within the University of Reading	30	3.57
112	D1b	I have a clear understanding about what I am expected to achieve in my job	30	3.57
113	C4	I am aware of the University's arrangements for recognising and rewarding good performance	29	3.59

Rank -ing	Qn No.	Question	Number of staff expressing an opinion	Average question score
114	A3	I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	30	3.60
115	B2	Generally, I enjoy my work	30	3.60
116	D3	I am trusted to do my job	30	3.60
117	I12	Would you recommend the University of Reading to a friend as a place to study?	30	3.60
118	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	30	3.60
119	O3	I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	30	3.60
120	O6a	The University of Reading respects people equally regardless of their gender	30	3.60
121	I9	I feel my Department / School / Function delivers good quality service to students / internal customers	29	3.62
122	O6d	The University of Reading respects people equally regardless of their age	29	3.62
123	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	27	3.63
124	B12	I'm not interested in the University of Reading, to me it's just a job	30	3.63
125	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	30	3.63
126	P2a	The information I receive is straightforward and I understand it in regard to local issues in my area of work	28	3.68
127	O6c	The University of Reading respects people equally regardless of their disability status	29	3.69
128	B3	My work is varied and interesting to me	30	3.70
129	O6e	The University of Reading respects people equally regardless of their sexual orientation	30	3.73
130	O6f	The University of Reading respects people equally regardless of their religion or beliefs	30	3.73
131	O1	I believe the University of Reading is committed to equality of opportunity for all of its staff	30	3.77
132	O6b	The University of Reading respects people equally regardless of their nationality / race	30	3.77
133	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	29	3.79
134	D1c	I have a clear understanding about expected standards of performance	30	3.80
135	L1	I am satisfied that my personal safety is treated seriously at work	30	3.80
136	L2	I feel safe and secure in my working environment	30	3.80
137	D1d	I have a clear understanding about expected standards of behaviour	30	3.90
138	O2	I am aware of the University's priorities for Diversity and Inclusion	30	3.90
			<u>Average:</u>	<u>3.24</u>

Part G - Internal benchmarking for Vice Chancellor's Office

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 Vice Chancellor's Office

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

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		Total Reds	18	16	15	23	10
		Total Greens	84	92	111	100	112
		Total number of respondents	2673	1096	30	11	19
Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Work-Life Balance	A1 The University of Reading provides good support to help me balance my work and personal commitments	74	84	80	73	84	
	A2 I feel I have a good work-life balance	70	81	70	45	84	
	A3 I am aware of the formal flexible working arrangements at the University (e.g. part time working, condensed hours etc)	77	78	97	100	95	
	A4 I believe that if I requested flexible working arrangements, my request would be considered fairly	82	82	83	82	84	
	A5 I am able to take advantage of flexible working on an informal basis	80	78	83	91	78	
Job Satisfaction	B1 The University of Reading is a good place to work	87	92	93	100	89	
	B2 Generally, I enjoy my work	92	92	93	100	89	
	B3 My work is varied and interesting to me	91	90	97	100	95	
	B4 My work gives me a sense of personal achievement	86	85	90	100	84	
	B5 I feel inspired to do my best work every day	80	81	93	100	89	
	B6 I feel I belong to a team	81	87	70	64	74	
	B7 I feel part of the University of Reading	76	81	90	100	84	
	B8 I feel valued by the University of Reading	59	64	80	91	74	
	B9 I feel valued by my colleagues	88	91	87	91	84	
	B10 I feel valued by students / internal customers	85	82	87	91	84	
	B11 I feel my job security at the University of Reading is good	70	75	80	82	79	
	B12 I'm interested in the University of Reading, to me it's not just a job *	91	91	97	100	95	
Pay and Benefits	C1 Overall, I feel the University of Reading offers a good pay and benefits package	68	73	93	91	95	
	C2 I feel fairly paid for the work I do	60	63	70	64	74	
	C3 I think my pay adequately reflects my performance	52	54	63	64	63	
	C4 I am aware of the University's arrangements for recognising and rewarding good performance	69	73	90	91	89	
	C5 I am aware of the benefits offered by the University	71	77	90	91	89	

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

Internal benchmarking for Vice Chancellor's Office

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Your Role	D1a I have a clear understanding about my role within the University of Reading	90	92	87	100	79	
	D1b I have a clear understanding about what I am expected to achieve in my job	89	89	87	100	79	
	D1c I have a clear understanding about expected standards of performance	91	92	97	100	95	
	D1d I have a clear understanding about expected standards of behaviour	96	97	100	100	100	
	D2 I am satisfied with my current role and level of responsibility	76	77	83	100	74	
	D3 I am trusted to do my job	93	94	90	100	84	
	D4 The division of responsibilities between staff in my work area feels fair	68	72	70	82	63	
	D5 I have enough freedom to do what is necessary to put students / internal customers first every time	77	82	93	91	94	
	D6 People are willing to help each other even if it means doing something outside their usual activities	82	85	90	100	84	
	D7 I don't feel I've had to put in a lot of extra time in the last 12 months to meet the demands of my workload *	33	41	30	0	47	
	D8 I don't worry about work outside my working hours *	39	47	37	18	47	
	D9 I don't find my current workload too much and I am not struggling to cope *	61	69	60	55	63	
	D10 I have adequate resources to complete my work	67	71	57	27	74	
	D11 I don't feel priorities are changed too frequently for me to work efficiently *	63	66	67	55	74	
Considering Leaving	E1 I don't think about leaving the University *	65	68	69	64	72	
	E2 I'm not actively seeking to leave my job here at the University *	82	83	83	82	84	
Performance Development Review (PDR)	F1 Have you been employed by the University of Reading for over a year?	83	81	83	100	74	
	F2 Have you had an individual Performance Development Review (PDR) in the last 12 months? ^	75	71	92	80	100	
	F3 Was your Performance Development Review (PDR) useful for you? ^	68	68	95	88	100	
	F4 Did you agree clear objectives as part of your Performance Development Review (PDR)? ^	85	84	82	75	86	
	F5 Did the Performance Development Review (PDR) leave you feeling your work is valued by the University of Reading? ^	64	72	91	100	86	
	F6 As part of your Performance Development Review (PDR), did you agree a plan for your personal development needs? ^	74	75	73	75	71	
	F7 If you didn't have a Performance Development Review (PDR) in the last 12 months would you have liked to have one? ^	43	51	0	0	0	

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

Internal benchmarking for Vice Chancellor's Office

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Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Learning and Development	G1 I feel that I am given the same opportunities to develop as other staff	78	79	93	90	95	
	G2 I am satisfied with my current level of learning and development	75	72	72	100	58	
	G3 I have received sufficient training to enable me to do my job well	80	81	83	80	84	
	G4 Overall, I feel that the University of Reading provides appropriate development opportunities	77	76	83	90	79	
University Executive Board (UEB)	H1 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) manage and lead the University well	61	69	90	80	95	
	H2 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) set out a clear vision of where the University is headed	69	72	83	60	95	
	H3 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) support new ideas for improving services for students / internal customers	69	73	89	80	94	
	H4 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) listen to and respond to the views of staff	43	50	52	30	63	
	H5 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, positive relationships with the community	69	75	70	67	72	
	H6 The UEB (Vice Chancellor, Deputy Vice Chancellor, Pro Vice Chancellors, Chief Financial Officer, and Chief Strategy Officer) build strong, co-operative links with other organisations	76	81	85	67	94	

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Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Culture and Values	I1 How much do you feel you know about the University's strategic objectives i.e. Vision 2026?	70	73	90	100	84	
	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	82	75	
	I3 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I am able to identify with them ^	64	65	78	82	75	
	I4 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how the work of my team relates to them ^	63	66	70	82	63	
	I5 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I understand how my role contributes to them ^	64	65	77	100	63	
	I6 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel they are moving the University in a direction that I support ^	69	77	100	100	100	
	I7 To what extent do you agree or disagree with the following statements in relation to the University's strategic objectives i.e. Vision 2026? I feel the University has got the right balance of teaching and research in place to achieve our 'Vision 2026' ^	64	73	85	70	94	
	I8 I feel the University of Reading delivers good quality service to students / internal customers	83	86	86	90	84	
	I9 I feel my Department / School / Function delivers good quality service to students / internal customers	92	93	97	100	95	
	I10 I feel proud to work for the University of Reading	85	89	97	100	95	
	I11 Would you recommend the University of Reading to a friend as a place to work?	81	85	97	100	95	
	I12 Would you recommend the University of Reading to a friend as a place to study?	89	91	100	100	100	
	I13 Are you aware of the University Values for Working Together and Professional Behaviours?	63	68	90	91	89	
	I14 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: The UEB ^	76	79	81	70	88	
	I15 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: University Deans, Heads of Schools and Heads of Function ^	85	85	93	100	88	
	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	93	90	94	
	I17 To what extent do you agree or disagree the following people in the University demonstrate our Values and Professional Behaviours at work: Your team colleagues ^	92	95	96	100	94	

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

Internal benchmarking for Vice Chancellor's Office

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Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Your School or Function Leadership	J1 My School / Function Leadership Team manage and lead our School / Function well	83	81	96	89	100	
	J2 My School / Function Leadership Team set out a clear vision of the future for our School / Function	76	73	82	67	89	
	J3 My School / Function Leadership Team support new ideas for improving services for students / internal customers	85	84	96	89	100	
	J4 My School / Function Leadership Team listen to and respond to the views of staff	75	75	89	78	95	
	J5 My School / Function Leadership Team build strong, positive relationships with other Schools and Functions	81	83	89	67	100	
Your Manager / Supervisor	K1 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) ensures I have the skills to be able to do my job well	86	88	93	82	100	
	K2 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) is available when needed	88	89	90	100	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	87	91	84	
	K4 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) would be supportive in a personal crisis	93	94	93	100	89	
	K5 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) respects and values me	90	90	90	100	84	
	K6 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) gives me recognition for work done well	84	86	83	91	79	
	K7 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) provides me with feedback about my performance	79	80	70	45	84	
	K8 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) helps to motivate me to give my best	74	76	77	73	79	
	K9 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) keeps me informed about things I should know about	81	82	93	100	89	
	K10 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) deals with poor performance effectively	72	74	77	64	84	
	K11 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) involves me in decisions that affect me in my own area of work	81	83	87	91	84	
	K12 My team leader / line manager / immediate supervisor (the person who I would report to on a day to day basis) understands the technical aspects of my work	79	80	77	55	89	
Health, Safety and Wellbeing	L1 I am satisfied that my personal safety is treated seriously at work	95	95	97	91	100	
	L2 I feel safe and secure in my working environment	96	96	100	100	100	
	L3 I feel the University is interested in my physical wellbeing	78	83	83	70	89	
	L4 I feel the University is interested in my mental wellbeing	68	75	70	45	84	
	L5 The University provides support to help me maintain a healthy lifestyle and feeling of wellbeing	62	70	62	50	68	
	L6 The University provides a satisfying work environment	79	81	97	91	100	
	L7 Are you aware of the Employee Assistance Programme?	40	49	50	45	53	

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

Prepared by Capita Surveys and Research

Internal benchmarking for Vice Chancellor's Office

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Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Working at the University	M1 I can decide on my own how to go about doing my work	93	92	93	100	89	
	M2 I am satisfied with the support I get from my immediate manager	86	86	83	91	78	
	M3 I am satisfied with the support I get from my work colleagues	90	91	90	82	94	
	M4 There are usually sufficient people in the team I am working in to handle our workload	61	66	57	36	68	
	M5 Relationships at work are not strained *	75	76	83	82	84	
	M6 I am able to handle all the conflicting demands on my time at work *	66	70	63	45	74	
	M7 I have the right equipment to do my job	83	87	93	91	95	
	M8 I'm not required to do unimportant tasks which prevent me completing more important ones *	54	64	60	36	74	
	M9 I am able to take regular breaks on most days	69	74	70	55	79	
	M10 I have a place I can go to take a break at work	78	76	73	64	79	
	M11 I never feel stressed at work *	9	11	13	9	16	
	M12 Overall, I don't feel unduly stressed at work * ^	69	74	62	60	63	
Harassment and Bullying	N1 I'm not currently being harassed or bullied at work? *	97	98	93	100	89	
	N6 Are you aware of the Health Advocacy Respect and Care Advisors?	23	27	30	45	21	
	N7 Are you aware of the University's Harassment Advisors?	35	40	50	73	37	

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Internal benchmarking for Vice Chancellor's Office

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		Total number of respondents	2673	1096	30	11	19
Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Diversity and Inclusion	O1 I believe the University of Reading is committed to equality of opportunity for all of its staff	91	93	100	100	100	
	O2 I am aware of the University's priorities for Diversity and Inclusion	91	92	100	100	100	
	O3 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues and students	95	95	97	91	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	100	100	100	
	O4b I feel the University of Reading acts fairly, regardless of race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age with regard to career progression / promotion	82	84	93	91	95	
	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	86	90	84	
	O5b In the last 12 months I have not been made to feel uncomfortable whilst working for the University because of my race, gender, religion, sexual orientation, pregnancy / maternity / paternity, disability or age by a student *	96	97	97	91	100	
	O6a The University of Reading respects people equally regardless of their gender	92	93	97	91	100	
	O6b The University of Reading respects people equally regardless of their nationality / race	95	96	100	100	100	
	O6c The University of Reading respects people equally regardless of their disability status	96	97	97	100	95	
	O6d The University of Reading respects people equally regardless of their age	92	93	90	80	95	
	O6e The University of Reading respects people equally regardless of their sexual orientation	98	99	97	91	100	
	O6f The University of Reading respects people equally regardless of their religion or beliefs	98	98	97	100	95	
	O7 I have not felt discriminated against at work in the last 12 months? *	92	94	93	91	95	

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

Internal benchmarking for Vice Chancellor's Office

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

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

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

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

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

		Total Reds	18	16	15	23	10
		Total Greens	84	92	111	100	112
		Total number of respondents	2673	1096	30	11	19
Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Communication	P1a I receive information in a timely way in regard to local issues in my area of work	81	80	97	91	100	
	P1b I receive information in a timely way in regard to wider University issues	76	76	97	91	100	
	P2a The information I receive is straightforward and I understand it in regard to local issues in my area of work	89	89	100	100	100	
	P2b The information I receive is straightforward and I understand it in regard to wider University issues	80	83	93	90	94	
	P3 There are opportunities for me to feed my views upwards in the University of Reading	57	63	97	100	95	
	P4 I know where to find information about important decisions made at the University of Reading	56	60	90	91	89	
	P5 On the whole, communication in the University of Reading is effective	60	63	80	64	89	
	P6 Communication between senior management and staff is effective	54	58	70	45	84	
	P7 On the whole, the different parts of the University of Reading communicate effectively with each other	42	43	50	55	47	
Staff Involvement	Q1 I feel there are adequate opportunities to raise points of concern	64	69	77	73	79	
	Q2 I feel able to voice my opinions	71	75	87	100	79	
	Q3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	72	75	93	100	89	
	Q4 I am personally encouraged to look for ways to improve the way we do things	69	73	79	90	74	
	Q5 I am confident my ideas or suggestions will be listened to	60	65	70	64	74	
	Q6 I feel the University genuinely listens to staff views during consultations	43	49	43	9	63	
	Q7 I am confident I will get feedback on my ideas or suggestions	51	56	69	60	74	
	Q8a I feel there is good co-operation between teams in my department	83	83	93	91	95	
	Q8b I feel there is good co-operation between different departments	62	64	80	82	79	

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

Internal benchmarking for Vice Chancellor's Office

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	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
Managing Change	R1 The current pace of change in the University of Reading is about right	27	32	50	45	53	
	R2 In my opinion the recent PAS changes were well planned	17	20	17	18	17	
	R3 In my opinion the recent PAS changes were well explained	25	29	17	9	22	
	R4 In my opinion other recent changes (not PAS) have been well planned	38	43	63	64	63	
	R5 In my opinion other recent changes (not PAS) have been well explained	39	44	58	60	56	
	R6a Generally, change within my department is managed well	72	70	86	90	84	
	R6b Generally, change within the University of Reading is managed well	36	40	43	27	53	
	R6c Generally, the process of change does not cause me concern and worry *	49	56	50	36	58	
	R6d Generally, I don't feel more could be done to help staff prepare for and cope with change *	18	19	20	18	21	
	R6e Generally, I have seen some positive changes in the last 12 months	55	66	77	73	79	
	R6f Generally, I think things will improve in the next 12 months	61	72	83	64	95	
	R7 I feel action will be taken as a result of this survey	54	60	77	82	74	

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

Internal benchmarking for Vice Chancellor's Office

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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		Total Reds	18	16	15	23	10
		Total Greens	84	92	111	100	112
		Total number of respondents	2673	1096	30	11	19
Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
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	4	0	7	
	Communication	10	16	17	22	13	
	Facilities / Environment	7	5	4	11	0	
	Feeling Valued / Supported	7	6	0	0	0	
	Health and Wellbeing	4	5	0	0	0	
	Job Satisfaction	1	1	4	0	7	
	Job Security	3	1	4	0	7	
	Managing Change	3	5	8	0	13	
	Management – Immediate / Local	3	2	0	0	0	
	Pay & Benefits	9	10	0	0	0	
	PAS / Re-organisation	15	11	17	11	20	
	Relationships / Co-operation	3	4	8	11	7	
	Role & Responsibilities	4	3	0	0	0	
	Student / Internal Customer Satisfaction	2	1	0	0	0	
	Senior Management	9	9	13	33	0	
	Systems / Processes	8	6	8	0	13	
	Training, Development & Progression	5	7	4	0	7	
	Other	4	4	8	11	7	

Internal benchmarking for Vice Chancellor's Office

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

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

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

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

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

		Total Reds	18	16	15	23	10
		Total Greens	84	92	111	100	112
		Total number of respondents	2673	1096	30	11	19
Section	Question	University of Reading	Management / Professional Service and other	Vice Chancellor's Office	Academic Staff	Professional Services Staff	
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	12	13	12	
	Communication	1	1	0	0	0	
	Facilities / Environment	12	13	8	13	6	
	Feeling Valued / Supported	12	12	20	13	24	
	Health and Wellbeing	5	5	4	0	6	
	Job Satisfaction	14	13	12	13	12	
	Job Security	3	3	4	0	6	
	Managing Change	0	1	0	0	0	
	Management – Immediate / Local	5	4	0	0	0	
	Pay & Benefits	4	5	0	0	0	
	PAS / Re-organisation	1	1	0	0	0	
	Relationships / Co-operation	16	15	16	25	12	
	Role & Responsibilities	3	3	0	0	0	
	Student / Internal Customer Satisfaction	3	3	0	0	0	
	Senior Management	2	1	0	0	0	
	Systems / Processes	1	1	4	13	0	
	Training, Development & Progression	6	6	4	0	6	
	Other	7	7	16	13	18	

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 ± 1 percentage point.

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

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

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

EXAMPLE:

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

Values assigned to questions in order to rank responses

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

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

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

For example:

The University of Reading is a good place to work

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

Calculation for average question score:

8,782 [Total value of responses to question]

2,646 [Number of employees responding to question]

3.32 = [Average Question Score]

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

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