

Employee Engagement Index **78%**

**Say**

		% Positive	Variance from 2011	Variance from Benchmark
27.	I would recommend the University as a great place to work ^	66	-9	-4
28.	I would recommend the University as a great place to study	75	-	-
29.	I am proud to work for the University	78	+1	-7

**Strive**

26.	I am willing to go the 'extra mile' when necessary	93	+2	-
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Section Scores

	% Positive
My job	64
My line manager	63
My Department/School	52
University leadership and communication	56
How I feel about the University	71

In this report

**HEADLINES**

A top line summary of key insights

**COMPARISONS**

Score summary against selected comparitors

**ALL QUESTIONS**

Detailed results for the entire question set

**TEAM BREAKDOWN**

Score comparisons at team level

**DEMOGRAPHICS**

Score comparisons of demographics

# Headline Scores

The questions below are your highest and lowest scoring.

## Highest Scoring

	% Positive
26. I am willing to go the 'extra mile' when necessary	<b>93</b>
4. I understand how my work contributes to the success of the University	<b>85</b>
1. I am clear about what I am expected to achieve in my job	<b>82</b>
29. I am proud to work for the University	<b>78</b>
28. I would recommend the University as a great place to study	<b>75</b>

## Lowest Scoring

	% Positive
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>
19. Major change is managed effectively by the University	<b>31</b>
30. I believe that action will be taken on issues identified by this survey	<b>41</b>
10. My pay is appropriate in comparison with similar jobs elsewhere	<b>46</b>
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	<b>46</b>

## Highest scoring against Trend

	% Positive	Variance from 2011
12. My manager provides regular, constructive feedback on my performance ^	<b>57</b>	<b>+6</b>
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	<b>46</b>	<b>+5</b>
24. I am aware of how to report bullying/harassment ^ (ns)	<b>69</b>	<b>+5</b>
21. Health and safety is taken seriously by the University	<b>75</b>	<b>+5</b>
18. There is effective leadership within my College/Corporate Service	<b>49</b>	<b>+4</b>

## Lowest scoring against Trend

	% Positive	Variance from 2011
17. Managers in my Department/School deal effectively with poor performance ^	<b>29</b>	<b>-15</b>
15. I have a clear understanding of the purpose and objectives of my Department/School ^	<b>75</b>	<b>-15</b>
2. I have the information and resources I need to do my job well ^	<b>60</b>	<b>-10</b>
27. I would recommend the University as a great place to work ^	<b>66</b>	<b>-9</b>
6. I am comfortable with the amount of work I am expected to do	<b>50</b>	<b>-8</b>

# Trend Comparison

This section shows a comparison against your previous survey data.



- 16% ■ Proportion of questions above your previous survey by 5 or more percentage points
- 56% ■ Proportion of questions inline with your previous survey
- 28% ■ Proportion of questions below your previous survey by 5 or more percentage points

	% Positive	% Positive 2011	Variance from 2011
12. My manager provides regular, constructive feedback on my performance ^	57	51	6
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	46	41	5
24. I am aware of how to report bullying/harassment ^ (ns)	69	64	5
21. Health and safety is taken seriously by the University	75	70	5
18. There is effective leadership within my College/Corporate Service	49	45	4
19. Major change is managed effectively by the University	31	27	3
4. I understand how my work contributes to the success of the University	85	82	3
1. I am clear about what I am expected to achieve in my job	82	80	2
3. I am able to make decisions that enable me to work effectively	73	71	2
26. I am willing to go the 'extra mile' when necessary	93	91	2
29. I am proud to work for the University	78	77	1
10. My pay is appropriate in comparison with similar jobs elsewhere ^	46	46	-1
30. I believe that action will be taken on issues identified by this survey	41	42	-1

# Trend Comparison

This section shows a comparison against your previous survey data.



- 16% ■ Proportion of questions above your previous survey by 5 or more percentage points
- 56% ■ Proportion of questions inline with your previous survey
- 28% ■ Proportion of questions below your previous survey by 5 or more percentage points

	% Positive	% Positive 2011	Variance from 2011
11. My manager and I communicate effectively	<b>72</b>	74	-2 <span style="color: red;">■</span>
5. I have access to timely learning and training opportunities at the University ^	<b>62</b>	64	-2 <span style="color: red;">■</span>
13. My manager supports my development	<b>66</b>	68	-2 <span style="color: red;">■</span>
25. I feel confident in reporting bullying/harassment ^	<b>55</b>	57	-3 <span style="color: red;">■</span>
7. I am able to strike the right balance between my work and home life	<b>54</b>	58	-4 <span style="color: red;">■</span>
9. Overall, I am satisfied with my immediate physical working environment	<b>67</b>	74	-7 <span style="color: red;">■</span>
16. Within my Department/School, the reasons for decisions affecting me are explained to me ^	<b>53</b>	61	-8 <span style="color: red;">■</span>
6. I am comfortable with the amount of work I am expected to do	<b>50</b>	59	-8 <span style="color: red;">■</span>
27. I would recommend the University as a great place to work ^	<b>66</b>	76	-9 <span style="color: red;">■</span>
2. I have the information and resources I need to do my job well ^	<b>60</b>	69	-10 <span style="color: red;">■</span>
15. I have a clear understanding of the purpose and objectives of my Department/School ^	<b>75</b>	90	-15 <span style="color: red;">■</span>
17. Managers in my Department/School deal effectively with poor performance ^	<b>29</b>	44	-15 <span style="color: red;">■</span>

# Benchmark Comparison

This section shows comparisons between your unit and the benchmark.



- 13% ■ Proportion of questions above the benchmark by 5 or more percentage points
- 63% ■ Proportion of questions inline with the benchmark
- 25% ■ Proportion of questions below the benchmark by 5 or more percentage points

	% Positive	Benchmark	Variance from benchmark
12. My manager provides regular, constructive feedback on my performance	57	46	11
4. I understand how my work contributes to the success of the University	85	82	3
30. I believe that action will be taken on issues identified by this survey	41	41	1
1. I am clear about what I am expected to achieve in my job	82	83	-1
19. Major change is managed effectively by the University	31	32	-2
27. I would recommend the University as a great place to work	66	70	-4
29. I am proud to work for the University	78	85	-7
7. I am able to strike the right balance between my work and home life	54	61	-8

# All Questions

This section shows the breakdown of the responses to each question.

**Key**

- (ns) Non-standard question in the last survey
- ^ Indicates text change since previous survey
- At least 5 percentage points greater than overall score
- At least 5 percentage points less than overall score

Strongly agree   Agree   Neither   Disagree   Strongly disagree

## My job

	Response Scale					% Positive	Variance from 2011	Variance from Benchmark
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
1. I am clear about what I am expected to achieve in my job	30	52	10	7		82	+2	-1
2. I have the information and resources I need to do my job well ^	14	45	18	17	5	60	-10	-
3. I am able to make decisions that enable me to work effectively	22	51	15	10		73	+2	-
4. I understand how my work contributes to the success of the University	33	52	10			85	+3	+3
5. I have access to timely learning and training opportunities at the University ^	16	46	24	10	4	62	-2	-
6. I am comfortable with the amount of work I am expected to do	9	42	19	22	9	50	-8	-
7. I am able to strike the right balance between my work and home life	12	42	18	19	10	54	-4	-8
8. I am aware of the services available to support my wellbeing at work	11	49	23	13		60	-	-
9. Overall, I am satisfied with my immediate physical working environment	15	52	16	12	5	67	-7	+3 *
10. My pay is appropriate in comparison with similar jobs elsewhere ^	8	38	23	21	10	46	-1	-

# All Questions

This section shows the breakdown of the responses to each question.

**Key**

- (ns)** Non-standard question in the last survey
- ^** Indicates text change since previous survey
- Green** At least 5 percentage points greater than overall score
- Red** At least 5 percentage points less than overall score

Response Scale: Strongly agree (Dark Green), Agree (Light Green), Neither (Yellow), Disagree (Light Red), Strongly disagree (Dark Red)

## My line manager

	Response Scale					% Positive	Variance from 2011	Variance from Benchmark
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
11. My manager and I communicate effectively	29	43	16	8	4	72	-2	-
12. My manager provides regular, constructive feedback on my performance ^	21	36	21	15	7	57	+6	+11
13. My manager supports my development	27	40	19	9	5	66	-2	-
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	22	34	28	10	6	56	-	-
14a. My manager takes the PDR scheme seriously and follows up on actions arising from it (Academic & related staff) ^	20	33	32	10	6	52	+17	-
14b. My manager takes the PDR scheme seriously and follows up on actions arising from it (support staff) ^	26	36	22	10	6	63	+31	-

# All Questions

This section shows the breakdown of the responses to each question.

**Key**

- (ns)** Non-standard question in the last survey
- ^** Indicates text change since previous survey
- Green** At least 5 percentage points greater than overall score
- Red** At least 5 percentage points less than overall score

Response Scale: Strongly agree (Dark Green), Agree (Light Green), Neither (Yellow), Disagree (Light Red), Strongly disagree (Dark Red)

## My Department/School

	Response Scale					% Positive	Variance from 2011	Variance from Benchmark
15. I have a clear understanding of the purpose and objectives of my Department/School <sup>^</sup>	23	52	16	7		75	-15	0 *
16. Within my Department/School, the reasons for decisions affecting me are explained to me <sup>^</sup>	13	39	26	14	7	53	-8	-
17. Managers in my Department/School deal effectively with poor performance <sup>^</sup>	7	22	42	19	11	29	-15	-1 *



# All Questions

This section shows the breakdown of the responses to each question.

**Key**

- (ns) Non-standard question in the last survey
- ^ Indicates text change since previous survey
- At least 5 percentage points greater than overall score
- At least 5 percentage points less than overall score

Response Scale: Strongly agree (Dark Green), Agree (Light Green), Neither (Yellow), Disagree (Light Red), Strongly disagree (Dark Red)

## University leadership and communication

	Response Scale					% Positive	Variance from 2011	Variance from Benchmark
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
18. There is effective leadership within my College/Corporate Service	11	38	29	14	8	49	+4	-
19. Major change is managed effectively by the University	4	26	40	20	10	31	+3	-2
20. I know where to look to find information about matters affecting me	8	48	28	13		55	-	-
21. Health and safety is taken seriously by the University	21	54	17	5		75	+5	-
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	8	38	29	17	8	46	+5	-
23. Equality and diversity is taken seriously by the University	19	50	20	7		69	-	-
24. I am aware of how to report bullying/harassment ^ (ns)	15	54	18	11		69	+5	-
25. I feel confident in reporting bullying/harassment ^	14	41	27	12	6	55	-3	-

# All Questions

This section shows the breakdown of the responses to each question.

**Key**

- (ns)** Non-standard question in the last survey
- ^** Indicates text change since previous survey
- Green** At least 5 percentage points greater than overall score
- Red** At least 5 percentage points less than overall score

Response Scale: Strongly agree (Dark Green), Agree (Light Green), Neither (Yellow), Disagree (Light Red), Strongly disagree (Dark Red)

## How I feel about the University

	Response Scale					% Positive	Variance from 2011	Variance from Benchmark
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
26. I am willing to go the 'extra mile' when necessary	54	39	4	1	1	93	+2	-
27. I would recommend the University as a great place to work ^	25	41	22	7	4	66	-9	-4
28. I would recommend the University as a great place to study	29	46	21	1	1	75	-	-
29. I am proud to work for the University	34	43	17	1	1	78	+1	-7
30. I believe that action will be taken on issues identified by this survey	11	31	31	17	11	41	-1	+1

# Team Breakdown

This section shows the % positive scores for different teams within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

Teams with less than 10 responses will not be displayed

	Teams						
	Overall	CAL	EPS	LES	MDS	CoSS	Corporate Services
Respondents	3531	237	349	239	830	348	1528
Employee Engagement Index	78	67	73	68	81	73	82

## My job

1 I am clear about what I am expected to achieve in my job	82	76	81	78	82	78	85
2 I have the information and resources I need to do my job well	60	45	48	47	61	60	65
3 I am able to make decisions that enable me to work effectively	73	59	69	69	76	69	76
4 I understand how my work contributes to the success of the University	85	79	83	81	85	81	88
5 I have access to timely learning and training opportunities at the University	62	52	52	54	69	60	64
6 I am comfortable with the amount of work I am expected to do	50	32	35	36	53	47	58
7 I am able to strike the right balance between my work and home life	54	27	38	39	54	44	65
8 I am aware of the services available to support my wellbeing at work	60	55	47	49	54	55	70
9 Overall, I am satisfied with my immediate physical working environment	67	54	58	59	67	74	69
10 My pay is appropriate in comparison with similar jobs elsewhere	46	45	35	38	50	44	48

# Team Breakdown

This section shows the % positive scores for different teams within your Business Unit.

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

Teams with less than 10 responses will not be displayed

	Teams						
	Overall	CAL	EPS	LES	MDS	CoSS	Corporate Services
Respondents	3531	237	349	239	830	348	1528
Employee Engagement Index	78	67	73	68	81	73	82

## My line manager

11 My manager and I communicate effectively	<b>72</b>	<b>65</b>	72	<b>64</b>	71	69	76
12 My manager provides regular, constructive feedback on my performance	<b>57</b>	<b>48</b>	<b>52</b>	<b>45</b>	56	<b>50</b>	<b>64</b>
13 My manager supports my development	<b>66</b>	<b>56</b>	65	<b>56</b>	68	64	69
14 My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	<b>49</b>	<b>52</b>	<b>46</b>	<b>50</b>	<b>51</b>	<b>64</b>

# Team Breakdown

This section shows the % positive scores for different teams within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

Teams with less than 10 responses will not be displayed

	Teams						
	Overall	CAL	EPS	LES	MDS	CoSS	Corporate Services
Respondents	3531	237	349	239	830	348	1528
Employee Engagement Index	78	67	73	68	81	73	82

## My Department/School

15	I have a clear understanding of the purpose and objectives of my Department/School	75	68	70	67	68	72	83
16	Within my Department/School, the reasons for decisions affecting me are explained to me	53	55	53	41	48	50	57
17	Managers in my Department/School deal effectively with poor performance	29	22	29	19	22	25	36

# Team Breakdown

This section shows the % positive scores for different teams within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score Teams with less than 10 responses will not be displayed

	Teams						
	Overall	CAL	EPS	LES	MDS	CoSS	Corporate Services
Respondents	3531	237	349	239	830	348	1528
Employee Engagement Index	78	67	73	68	81	73	82

## University leadership and communication

18 There is effective leadership within my College/Corporate Service	49	38	35	32	49	41	58
19 Major change is managed effectively by the University	31	20	20	18	29	23	39
20 I know where to look to find information about matters affecting me	55	49	44	42	55	52	62
21 Health and safety is taken seriously by the University	75	54	76	73	79	70	78
22 I feel able to speak up and give my views/suggestions on the way things are done at the University	46	40	44	34	45	44	50
23 Equality and diversity is taken seriously by the University	69	58	65	63	75	54	73
24 I am aware of how to report bullying/harassment	69	65	65	58	63	61	77
25 I feel confident in reporting bullying/harassment	55	47	52	43	51	45	63

# Team Breakdown

This section shows the % positive scores for different teams within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

Teams with less than 10 responses will not be displayed

	Teams						
	Overall	CAL	EPS	LES	MDS	CoSS	Corporate Services
Respondents	3531	237	349	239	830	348	1528
Employee Engagement Index	78	67	73	68	81	73	82

## How I feel about the University

26	I am willing to go the 'extra mile' when necessary	93	92	91	85	97	90	94
27	I would recommend the University as a great place to work	66	43	56	48	71	57	75
28	I would recommend the University as a great place to study	75	72	74	74	75	72	77
29	I am proud to work for the University	78	62	73	64	81	72	83
30	I believe that action will be taken on issues identified by this survey	41	29	31	31	45	31	48

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

	Gender			
	Overall	Male	Female	Other (e.g. Transgender)
Respondents	3531	1417	1971	14
Employee Engagement Index	78	76	80	63

## My job

1. I am clear about what I am expected to achieve in my job	82	80	84	64
2. I have the information and resources I need to do my job well	60	53	65	36
3. I am able to make decisions that enable me to work effectively	73	69	76	64
4. I understand how my work contributes to the success of the University	85	83	88	62
5. I have access to timely learning and training opportunities at the University	62	56	68	36
6. I am comfortable with the amount of work I am expected to do	50	48	52	50
7. I am able to strike the right balance between my work and home life	54	50	57	21
8. I am aware of the services available to support my wellbeing at work	60	54	65	50
9. Overall, I am satisfied with my immediate physical working environment	67	65	68	43
10. My pay is appropriate in comparison with similar jobs elsewhere	46	41	50	50



# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

	Gender			
	Overall	Male	Female	Other (e.g. Transgender)
Respondents	3531	1417	1971	14
Employee Engagement Index	78	76	80	63

## My line manager

11. My manager and I communicate effectively	<b>72</b>	71	74	<b>57</b>
12. My manager provides regular, constructive feedback on my performance	<b>57</b>	56	58	57
13. My manager supports my development	<b>66</b>	63	69	<b>57</b>
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	53	59	<b>29</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

	Gender			
	Overall	Male	Female	Other (e.g. Transgender)
Respondents	3531	1417	1971	14
Employee Engagement Index	78	76	80	63

## My Department/School

15. I have a clear understanding of the purpose and objectives of my Department/School	<b>75</b>	73	77	<b>57</b>
16. Within my Department/School, the reasons for decisions affecting me are explained to me	<b>53</b>	51	55	<b>21</b>
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>	29	30	<b>14</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

	Gender			
	Overall	Male	Female	Other (e.g. Transgender)
Respondents	3531	1417	1971	14
Employee Engagement Index	78	76	80	63

## University leadership and communication

18. There is effective leadership within my College/Corporate Service	49	44	53	43
19. Major change is managed effectively by the University	31	26	34	7
20. I know where to look to find information about matters affecting me	55	50	60	21
21. Health and safety is taken seriously by the University	75	76	76	50
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	46	47	46	21
23. Equality and diversity is taken seriously by the University	69	71	69	36
24. I am aware of how to report bullying/harassment	69	69	69	50
25. I feel confident in reporting bullying/harassment	55	59	52	29

# Demographic Comparison

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## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

	Gender			
	Overall	Male	Female	Other (e.g. Transgender)
Respondents	3531	1417	1971	14
Employee Engagement Index	78	76	80	63

## How I feel about the University

26. I am willing to go the 'extra mile' when necessary	<b>93</b>	91	94	<b>79</b>
27. I would recommend the University as a great place to work	<b>66</b>	62	70	<b>57</b>
28. I would recommend the University as a great place to study	<b>75</b>	74	77	<b>43</b>
29. I am proud to work for the University	<b>78</b>	75	80	<b>71</b>
30. I believe that action will be taken on issues identified by this survey	<b>41</b>	<b>36</b>	<b>46</b>	<b>21</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

## Sexual Orientation

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
Respondents	3531	45	64	32	2721	42	488
Employee Engagement Index	78	68	76	84	81	82	67

## My job

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
1. I am clear about what I am expected to achieve in my job	82	64	88	75	83	88	76
2. I have the information and resources I need to do my job well	60	58	63	63	62	71	44
3. I am able to make decisions that enable me to work effectively	73	64	73	81	75	76	62
4. I understand how my work contributes to the success of the University	85	78	86	84	86	90	82
5. I have access to timely learning and training opportunities at the University	62	58	61	66	64	60	51
6. I am comfortable with the amount of work I am expected to do	50	38	50	55	53	57	36
7. I am able to strike the right balance between my work and home life	54	51	58	61	56	50	42
8. I am aware of the services available to support my wellbeing at work	60	58	59	65	61	62	54
9. Overall, I am satisfied with my immediate physical working environment	67	60	66	71	69	67	55
10. My pay is appropriate in comparison with similar jobs elsewhere	46	47	50	48	48	48	35

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Sexual Orientation

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
Respondents	3531	45	64	32	2721	42	488
Employee Engagement Index	78	68	76	84	81	82	67

## My line manager

11. My manager and I communicate effectively	<b>72</b>	<b>67</b>	<b>67</b>	69	74	76	<b>63</b>
12. My manager provides regular, constructive feedback on my performance	<b>57</b>	<b>62</b>	<b>47</b>	59	59	<b>71</b>	<b>47</b>
13. My manager supports my development	<b>66</b>	64	64	69	68	<b>71</b>	<b>55</b>
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	<b>51</b>	<b>45</b>	<b>65</b>	58	<b>69</b>	<b>46</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



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(r) Where group has less than 10 respondents

## Sexual Orientation

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
Respondents	3531	45	64	32	2721	42	488
Employee Engagement Index	78	68	76	84	81	82	67

## My Department/School

15. I have a clear understanding of the purpose and objectives of my Department/School	<b>75</b>	<b>66</b>	75	75	76	79	71
16. Within my Department/School, the reasons for decisions affecting me are explained to me	<b>53</b>	<b>45</b>	52	<b>72</b>	54	50	<b>46</b>
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>	25	30	<b>34</b>	30	<b>49</b>	<b>22</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

## Sexual Orientation

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
Respondents	3531	45	64	32	2721	42	488
Employee Engagement Index	78	68	76	84	81	82	67

## University leadership and communication

18. There is effective leadership within my College/Corporate Service	<b>49</b>	<b>38</b>	49	<b>56</b>	51	52	<b>36</b>
19. Major change is managed effectively by the University	<b>31</b>	30	27	34	32	<b>38</b>	<b>20</b>
20. I know where to look to find information about matters affecting me	<b>55</b>	<b>44</b>	<b>50</b>	<b>66</b>	57	<b>50</b>	<b>47</b>
21. Health and safety is taken seriously by the University	<b>75</b>	<b>64</b>	<b>69</b>	72	77	71	<b>67</b>
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	<b>46</b>	<b>36</b>	<b>38</b>	50	49	<b>40</b>	<b>34</b>
23. Equality and diversity is taken seriously by the University	<b>69</b>	<b>44</b>	72	72	73	<b>64</b>	<b>54</b>
24. I am aware of how to report bullying/harassment	<b>69</b>	67	73	69	70	69	<b>63</b>
25. I feel confident in reporting bullying/harassment	<b>55</b>	<b>49</b>	57	56	57	<b>64</b>	<b>43</b>



# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

## Sexual Orientation

	Overall	Bisexual	Gay man	Gay woman/lesbian	Heterosexual	Other	Prefer not to say
Respondents	3531	45	64	32	2721	42	488
Employee Engagement Index	78	68	76	84	81	82	67

## How I feel about the University

26. I am willing to go the 'extra mile' when necessary	<b>93</b>	<b>87</b>	97	97	94	<b>98</b>	<b>87</b>
27. I would recommend the University as a great place to work	<b>66</b>	<b>53</b>	<b>61</b>	69	70	<b>73</b>	<b>48</b>
28. I would recommend the University as a great place to study	<b>75</b>	<b>67</b>	71	<b>88</b>	77	<b>85</b>	<b>68</b>
29. I am proud to work for the University	<b>78</b>	<b>67</b>	75	<b>84</b>	81	<b>73</b>	<b>66</b>
30. I believe that action will be taken on issues identified by this survey	<b>41</b>	<b>29</b>	<b>36</b>	<b>53</b>	45	<b>35</b>	<b>25</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

## Ethnicity Grouped (2011)

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
Respondents	3531	2875	56	190	64	18
Employee Engagement Index	78	79	85	84	83	82

## My job

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
1. I am clear about what I am expected to achieve in my job	<b>82</b>	82	<b>91</b>	85	<b>91</b>	78
2. I have the information and resources I need to do my job well	<b>60</b>	61	<b>71</b>	64	<b>72</b>	<b>67</b>
3. I am able to make decisions that enable me to work effectively	<b>73</b>	74	<b>80</b>	77	<b>80</b>	72
4. I understand how my work contributes to the success of the University	<b>85</b>	86	89	87	89	<b>78</b>
5. I have access to timely learning and training opportunities at the University	<b>62</b>	63	<b>71</b>	62	<b>77</b>	<b>72</b>
6. I am comfortable with the amount of work I am expected to do	<b>50</b>	51	<b>63</b>	<b>59</b>	<b>69</b>	50
7. I am able to strike the right balance between my work and home life	<b>54</b>	54	<b>70</b>	<b>64</b>	<b>75</b>	50
8. I am aware of the services available to support my wellbeing at work	<b>60</b>	61	<b>65</b>	61	63	56
9. Overall, I am satisfied with my immediate physical working environment	<b>67</b>	67	<b>73</b>	67	<b>73</b>	67
10. My pay is appropriate in comparison with similar jobs elsewhere	<b>46</b>	47	<b>58</b>	43	44	<b>39</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Ethnicity Grouped (2011)

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
Respondents	3531	2875	56	190	64	18
Employee Engagement Index	78	79	85	84	83	82

## My line manager

11. My manager and I communicate effectively	<b>72</b>	73	73	<b>77</b>	73	72
12. My manager provides regular, constructive feedback on my performance	<b>57</b>	58	<b>68</b>	<b>66</b>	61	61
13. My manager supports my development	<b>66</b>	67	70	70	69	67
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	57	<b>70</b>	59	<b>61</b>	<b>44</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Ethnicity Grouped (2011)

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
Respondents	3531	2875	56	190	64	18
Employee Engagement Index	78	79	85	84	83	82

## My Department/School

15. I have a clear understanding of the purpose and objectives of my Department/School	<b>75</b>	76	<b>80</b>	75	<b>70</b>	<b>83</b>
16. Within my Department/School, the reasons for decisions affecting me are explained to me	<b>53</b>	54	<b>60</b>	<b>61</b>	<b>41</b>	<b>67</b>
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>	29	<b>44</b>	<b>41</b>	33	<b>44</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Ethnicity Grouped (2011)

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
Respondents	3531	2875	56	190	64	18
Employee Engagement Index	78	79	85	84	83	82

## University leadership and communication

18. There is effective leadership within my College/Corporate Service	49	49	69	59	63	50
19. Major change is managed effectively by the University	31	30	43	46	40	33
20. I know where to look to find information about matters affecting me	55	56	66	56	66	56
21. Health and safety is taken seriously by the University	75	76	79	82	79	83
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	46	47	63	50	47	56
23. Equality and diversity is taken seriously by the University	69	72	79	72	57	78
24. I am aware of how to report bullying/harassment	69	70	75	74	63	61
25. I feel confident in reporting bullying/harassment	55	56	68	59	58	72

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Ethnicity Grouped (2011)

	Overall	White	Mixed	Asian or Asian British (incl Chinese)	Black or Black British	Other ethnic group
Respondents	3531	2875	56	190	64	18
Employee Engagement Index	78	79	85	84	83	82

## How I feel about the University

26. I am willing to go the 'extra mile' when necessary	<b>93</b>	94	93	92	94	94
27. I would recommend the University as a great place to work	<b>66</b>	67	<b>77</b>	<b>76</b>	<b>75</b>	<b>72</b>
28. I would recommend the University as a great place to study	<b>75</b>	75	<b>88</b>	<b>86</b>	<b>83</b>	<b>83</b>
29. I am proud to work for the University	<b>78</b>	79	82	<b>83</b>	81	78
30. I believe that action will be taken on issues identified by this survey	<b>41</b>	41	<b>61</b>	<b>56</b>	<b>56</b>	<b>56</b>

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## BME/Non BME

	Overall	BME	Non BME
Respondents	3531	328	2875
Employee Engagement Index	78	84	79

## My job

	Overall	BME	Non BME
1. I am clear about what I am expected to achieve in my job	82	87	82
2. I have the information and resources I need to do my job well	60	67	61
3. I am able to make decisions that enable me to work effectively	73	78	74
4. I understand how my work contributes to the success of the University	85	87	86
5. I have access to timely learning and training opportunities at the University	62	67	63
6. I am comfortable with the amount of work I am expected to do	50	61	51
7. I am able to strike the right balance between my work and home life	54	67	54
8. I am aware of the services available to support my wellbeing at work	60	62	61
9. Overall, I am satisfied with my immediate physical working environment	67	70	67
10. My pay is appropriate in comparison with similar jobs elsewhere	46	46	47

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## BME/Non BME

	Overall	BME	Non BME
Respondents	3531	328	2875
Employee Engagement Index	78	84	79

## My line manager

11. My manager and I communicate effectively	<b>72</b>	75	73
12. My manager provides regular, constructive feedback on my performance	<b>57</b>	<b>65</b>	58
13. My manager supports my development	<b>66</b>	70	67
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	61	57



# Demographic Comparison

*This section shows the % positive scores for different demographic groups within your Business Unit.*

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## BME/Non BME

	Overall	BME	Non BME
Respondents	3531	328	2875
Employee Engagement Index	78	84	79

## My Department/School

15. I have a clear understanding of the purpose and objectives of my Department/School	<b>75</b>	75	76
16. Within my Department/School, the reasons for decisions affecting me are explained to me	<b>53</b>	<b>58</b>	54
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>	<b>40</b>	29

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## BME/Non BME

	Overall	BME	Non BME
Respondents	3531	328	2875
Employee Engagement Index	78	84	79

## University leadership and communication

	Overall	BME	Non BME
18. There is effective leadership within my College/Corporate Service	49	61	49
19. Major change is managed effectively by the University	31	44	30
20. I know where to look to find information about matters affecting me	55	60	56
21. Health and safety is taken seriously by the University	75	81	76
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	46	52	47
23. Equality and diversity is taken seriously by the University	69	71	72
24. I am aware of how to report bullying/harassment	69	71	70
25. I feel confident in reporting bullying/harassment	55	61	56

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## BME/Non BME

	Overall	BME	Non BME
Respondents	3531	328	2875
Employee Engagement Index	78	84	79

## How I feel about the University

26. I am willing to go the 'extra mile' when necessary	<b>93</b>	92	94
27. I would recommend the University as a great place to work	<b>66</b>	<b>76</b>	67
28. I would recommend the University as a great place to study	<b>75</b>	<b>85</b>	75
29. I am proud to work for the University	<b>78</b>	82	79
30. I believe that action will be taken on issues identified by this survey	<b>41</b>	<b>57</b>	41

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

Staff Category	Overall	Academic	Admin & Other Related	Support
	Respondents			
Employee Engagement Index	78	72	83	78

## My job

	Overall	Academic	Admin & Other Related	Support
1. I am clear about what I am expected to achieve in my job	82	79	83	83
2. I have the information and resources I need to do my job well	60	50	62	66
3. I am able to make decisions that enable me to work effectively	73	67	75	76
4. I understand how my work contributes to the success of the University	85	81	89	85
5. I have access to timely learning and training opportunities at the University	62	58	65	62
6. I am comfortable with the amount of work I am expected to do	50	39	52	58
7. I am able to strike the right balance between my work and home life	54	33	57	67
8. I am aware of the services available to support my wellbeing at work	60	45	68	65
9. Overall, I am satisfied with my immediate physical working environment	67	62	71	66
10. My pay is appropriate in comparison with similar jobs elsewhere	46	47	53	38

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Staff Category

	Overall	Academic	Admin & Other Related	Support
Respondents	3531	1083	1144	1304
Employee Engagement Index	78	72	83	78

## My line manager

11. My manager and I communicate effectively	<b>72</b>	<b>66</b>	76	74
12. My manager provides regular, constructive feedback on my performance	<b>57</b>	<b>48</b>	<b>62</b>	60
13. My manager supports my development	<b>66</b>	<b>60</b>	<b>71</b>	67
14. My manager takes the PDR scheme seriously and follows up on actions arising from it	<b>56</b>	<b>44</b>	<b>61</b>	<b>63</b>

# Demographic Comparison

*This section shows the % positive scores for different demographic groups within your Business Unit.*

**Key**



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Staff Category

	Overall	Academic	Admin & Other Related	Support
Respondents	3531	1083	1144	1304
Employee Engagement Index	78	72	83	78

## My Department/School

15. I have a clear understanding of the purpose and objectives of my Department/School	<b>75</b>	<b>68</b>	<b>80</b>	76
16. Within my Department/School, the reasons for decisions affecting me are explained to me	<b>53</b>	49	<b>58</b>	51
17. Managers in my Department/School deal effectively with poor performance	<b>29</b>	<b>23</b>	30	33

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

**Key** ■ At least 5 percentage points greater than overall score ■ At least 5 percentage points less than overall score (r) Where group has less than 10 respondents

Staff Category	Overall	Academic	Admin & Other Related	Support
	Respondents			
Employee Engagement Index	78	72	83	78

## University leadership and communication

Statement	Overall	Academic	Admin & Other Related	Support
18. There is effective leadership within my College/Corporate Service	49	40	56	50
19. Major change is managed effectively by the University	31	23	32	36
20. I know where to look to find information about matters affecting me	55	46	64	56
21. Health and safety is taken seriously by the University	75	72	78	76
22. I feel able to speak up and give my views/suggestions on the way things are done at the University	46	42	55	41
23. Equality and diversity is taken seriously by the University	69	62	76	70
24. I am aware of how to report bullying/harassment	69	59	75	72
25. I feel confident in reporting bullying/harassment	55	48	59	57

# Demographic Comparison

This section shows the % positive scores for different demographic groups within your Business Unit.

## Key



At least 5 percentage points greater than overall score



At least 5 percentage points less than overall score

(r) Where group has less than 10 respondents

## Staff Category

	Overall	Academic	Admin & Other Related	Support
Respondents	3531	1083	1144	1304
Employee Engagement Index	78	72	83	78

## How I feel about the University

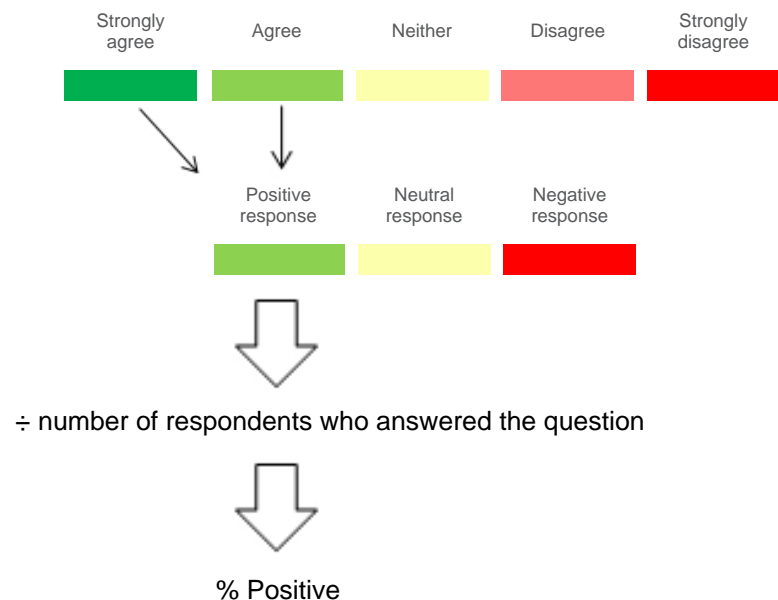
26. I am willing to go the 'extra mile' when necessary	<b>93</b>	91	96	92
27. I would recommend the University as a great place to work	<b>66</b>	<b>53</b>	<b>76</b>	69
28. I would recommend the University as a great place to study	<b>75</b>	74	78	74
29. I am proud to work for the University	<b>78</b>	<b>71</b>	<b>84</b>	77
30. I believe that action will be taken on issues identified by this survey	<b>41</b>	<b>35</b>	<b>47</b>	42



# Guide to this Report

## % Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.



## Anonymity

It is ORC International's practice not to display the results of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than 10 will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

## Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

## Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from recent surveys of all other Russell Group organisations.

Where no external benchmark data is available for the sector, the Universities benchmark norm (i.e. the average for all organisations) is used. Questions compared to the Universities data in this report are identified with a \*.