



University of Birmingham

This Report

This report provides University of Birmingham with actionable data from the Staff Opinion Survey 2011. It summarises staff views and presents comparative data to help put the results into perspective.

Results

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 who answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

Please see the Guide to using this report for further information (Page 25)

Statistical Significance

Significance testing is used in this report to show whether the differences between a unit and comparisons are statistically significant. Differences that are statistically significant will be flagged with a * .

Please see the Guide to using this report for further information (Page 25)

Benchmark data

External benchmark data is the average % positive score achieved from recent surveys of other Public Sector and Private Sector organisations with more than 4000 employees taken from the ORC perspectives database.

Please note a "-" will appear if no comparable benchmark data is available.

Please see the Guide to using this report for further information (Page 25)

Anonymity

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

Content

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- 02 Drivers of Engagement
- 03 Highest and Lowest Positive Scores
- 04 Most improved and Least improved
- 05 All Questions
- 06 Results by Academic, Academic Related and Support Staff
- 07 Guide to using this report

4,006

of 6,063

Responses

66%

RESPONSE RATE

79%

ENGAGEMENT INDEX

Employee Engagement Index

The Engagement Index is a measure of respondents' commitment to University of Birmingham. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

The three elements of Employee Engagement

Say

Strongly advocating the organisation

Stay

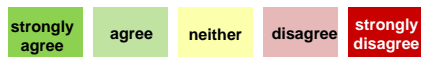
An emotional commitment to the organisation and a desire to stay

Strive

Providing sustained additional effort in line with organisational goals

The following seven questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:

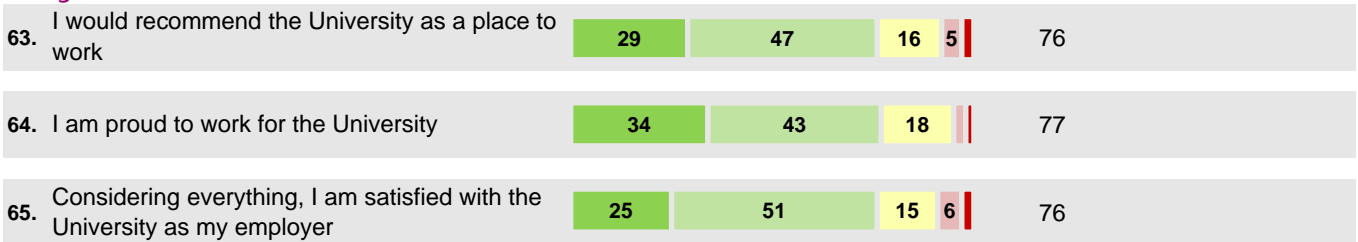
Key



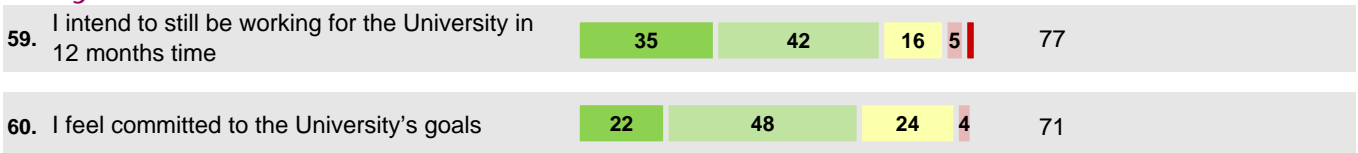
Response Scale

% Positive Score

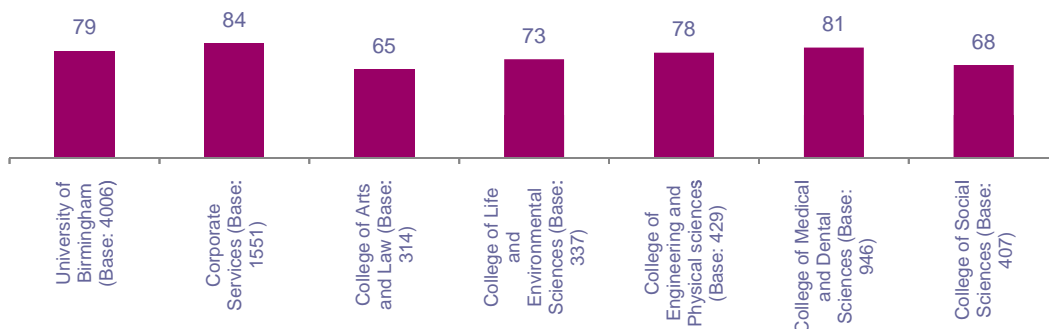
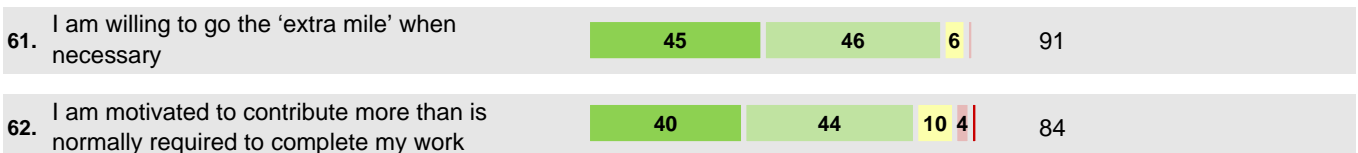
Say



Stay



Strive



79%
ENGAGEMENT INDEX

Drivers of Engagement

The University of Birmingham 2011 Survey was designed to measure employee engagement within the organisation. Employee Engagement is a concept which focuses on understanding the extent to which individuals feel a sense of personal attachment to their work and the organisation, and to identify the issues driving this engagement.

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for University of Birmingham which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement.

The questions derived from the KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions have been rated as follows based on performance against trend data:

* indicates differences are statistically significant.

Drivers of Employee Engagement	Response Scale					% Positive Score	% Positive Score 2009	%Variance from 2009
	strongly agree	agree	neither	disagree	strongly disagree			
6. My work gives me a feeling of personal accomplishment	24	46	17	10		70	-	-
16. I understand how my work contributes to the success of the University	29	54	12	4		82	80	+2 *
44. I am valued for what I can offer the University	8	40	29	18	6	48	48	-1
46. The University respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	15	53	25	5		68	67	+1
52. There is effective leadership within my College/Corporate Service	7	38	33	15	8	45	32	+13 *
67. I believe that action will be taken on issues identified by this survey	6	36	43	10	5	42	40	+2 *

Highest and Lowest Positive Scores

This section shows the five highest scoring questions and the five lowest scoring questions.

Highest Positive Scores

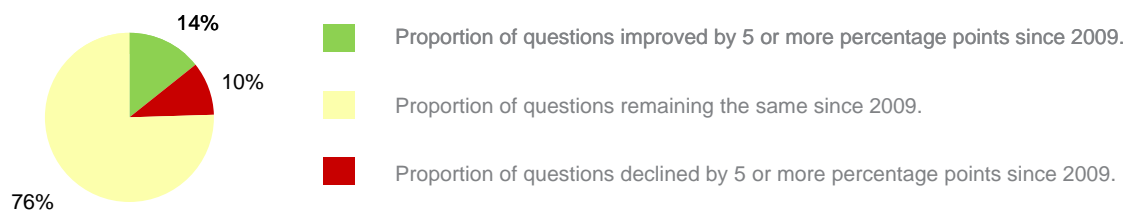
	% Positive	Variance from 2009
15. I understand how my work contributes to the objectives of my immediate work area	92	+3
61. I am willing to go the 'extra mile' when necessary	91	-1
14. I have a clear understanding of the purpose and objectives of my immediate work area	90	+3
32. I understand the health and safety procedures in my immediate work area including fire safety procedures	89	+4
13. My colleagues in my immediate work area co-operate to get the work done	87	+6

Lowest Positive Scores

	% Positive	Variance from 2009
11. In my experience, there is good communication between various parts of the University	23	+4
58. Major change is managed effectively by the University	27	-
51. University Executive Board (UEB) is sufficiently visible in the University	28	+11
53. In my experience there is good co-operation between various parts of the University	29	+6
41b. I find the Personal Development Review (PDR) process useful (Support staff)	31	-9

Most improved and Least improved

This section shows the five most improved questions and the five least improved questions when compared against trend data (the 2009 scores).



Most improved against Trend

	% Positive	Variance from 2009
52. There is effective leadership within my College/Corporate Service	45	+13
51. University Executive Board (UEB) is sufficiently visible in the University	28	+11
60. I feel committed to the University's goals	71	+9
21. As a whole my immediate work area is well managed	68	+8
22. My manager and I communicate effectively	74	+6

Least improved against Trend

	% Positive	Variance from 2009
41a. I find the Staff Development Review (SDR) process useful (Academic and other related staff)	36	-14
41b. I find the Personal Development Review (PDR) process useful (Support staff)	31	-9
42. My pay is fair considering my duties and responsibilities	50	-6
38. I think there are sufficient opportunities for long term career progression at the University	41	-5
31. Health and safety is taken seriously by the University	70	-5

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

T Change in question text from previous survey

* Indicates differences are statistically significant



Your job

	Response Scale				% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
1. My job makes good use of my skills and abilities	27	51	11	9	78	-2 *	-	-
2. I am clear about what I am expected to achieve in my job	26	54	11	7	80	-0	-4	-3
3. I have the information I need to do my job well	15	54	19	10	69	+2	-0	+3
4. Where I work I have the resources I need to complete my work effectively	14	48	18	15	63	+0	-2	-
5. I feel sufficiently challenged by the work that I do	27	44	15	11	72	-	-	-
Key 6. My work gives me a feeling of personal accomplishment	24	46	17	10	70	-	-	-1
7. I am able to make decisions that enable me to work effectively	20	52	16	10	71	-	-	-
8. Overall, I enjoy the job that I do	26	52	15	6	78	-2 *	-	-

All Questions

This section shows the breakdown of responses to each question.

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Key A question identified as being a key driver of employee engagement

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Communication

Question	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
9. The University does a good job of keeping me informed about matters affecting me	9	49	24	14	8	58	+2 *	-	+14
10. I feel able to speak up and give my views/suggestions on the way things are done at the University	7	34	31	20	8	41	+4 *	-	+8
11. In my experience, there is good communication between various parts of the University	21	34	30	13	2	23	+4 *	-	-
12. I think the University 'all staff' events provide a useful opportunity to hear from senior management e.g. VC's Open Forum, University Services Forum or College Assemblies	7	39	41	9	3	46	-	-	-

All Questions

This section shows the breakdown of responses to each question.

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Your immediate work area

	Response Scale				% Positive Score	% Positive Score 2009	% Positive Variance Compared to:	
	strongly agree	agree	neither	disagree			Private Sector Benchmark	Public Sector Benchmark
13. My colleagues in my immediate work area co-operate to get the work done	38	48	8	5	87	+6 *	-	-
14. I have a clear understanding of the purpose and objectives of my immediate work area	37	53	6	4	90	+3 *	-	-
15. I understand how my work contributes to the objectives of my immediate work area	40	52	6	2	92	+3 *	-	-
Key 16. I understand how my work contributes to the success of the University	29	54	12	4	82	+2 *	-2	+2
17. Team meetings are effective in getting relevant information to those who need it	20	47	20	9	67	-	-	-
18. There is effective communication within my immediate work area	24	50	13	10	74	+3 *	-	-
19. Where I work, the reasons for decisions affecting me are explained to me	16	44	21	13	61	-	-	-
20. I have opportunities to raise questions and make suggestions	22	52	15	7	74	-	-	-
T 21. As a whole my immediate work area is well managed	22	46	17	9	68	+8 *	-	-

All Questions

This section shows the breakdown of responses to each question.

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Key A question identified as being a key driver of employee engagement

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Your manager

	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
22. My manager and I communicate effectively	30	44	14	8	8	74	+6 *	-	-
23. My manager recognises and acknowledges when I have done a good job	30	39	16	9	6	70	+2	-3	-2
T 24. I receive regular, constructive feedback on my performance	18	33	25	16	8	51	-3 *	-14	-8
25. My manager treats me with respect	37	43	12	4	4	80	-0	-	-
26. My manager supports my development	31	38	19	8	5	68	+0	-	-
27. My manager deals effectively with poor performance	15	29	37	12	7	44	-1	-	+6

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

T Change in question text from previous survey

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Work/life balance and working conditions

Question	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
28. I am comfortable with the amount of work I am expected to do	10	48	18	17	6	59	+0	-	-
29. I am able to strike the right balance between my work and home life	13	45	17	16	9	58	-1	-6	-11
30. I can meet the requirements of my job without regularly working excessive hours	11	39	16	21	13	50	+0	-	-
31. Health and safety is taken seriously by the University	20	50	21	6	3	70	-5 *	-	-
T 32. I understand the health and safety procedures in my immediate work area including fire safety procedures	25	63	8	2	2	89	+4 *	-	-
33. The University takes its duty to be environmentally responsible seriously	15	49	25	9	2	64	+4 *	-	-
34. The University provides opportunities for me to be environmentally responsible in my working life e.g. use of energy, recycling, sustainable transport etc.	15	51	22	9	3	66	-	-	-
35. Overall, I am satisfied with my immediate physical working environment	15	58	15	9	1	74	+4 *	-	-

All Questions

This section shows the breakdown of responses to each question.

Key

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Training and development

	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
36. I am able to access the right learning and development opportunities when I need to	11	52	24	10		64	-	-	-
37. I believe I have the opportunity for personal development at the University	14	48	21	12	5	62	-4 *	-	-
T 38. I think there are sufficient opportunities for long term career progression at the University	9	32	27	22	10	41	-5 *	-	-
39. I have a regular opportunity to discuss my development with my manager	13	42	23	15	7	55	-	-	-
40. Overall, the training/development I have received in my job has been useful and relevant to my job	13	50	26	8		63	-2	-	-
T 41a. I find the Staff Development Review (SDR) process useful (Academic and other related staff)	6	30	34	18	11	36	-14 *	-	-
T 41b. I find the Personal Development Review (PDR) process useful (Support staff)	6	25	31	21	17	31	-9 *	-	-

Reward

42. My pay is fair considering my duties and responsibilities	7	43	22	21	7	50	-6 *	-	-
43. My pay is reasonable in comparison with similar jobs elsewhere	8	39	26	19	8	46	-3 *	-0	+17

All Questions

This section shows the breakdown of responses to each question.

Key

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Equal opportunities and diversity

		Response Scale					% Positive Score	% Positive Score 2009	% Positive Variance Compared to:	
		strongly agree	agree	neither	disagree	strongly disagree		Private Sector Benchmark	Public Sector Benchmark	
Key	44. I am valued for what I can offer the University	8	40	29	18	6	48	-1	-	-
	45. The University offers equal opportunities to all staff	12	44	27	12	6	56	-2	-	-
Key	46. The University respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	15	53	25	5	2	68	+1	-	-1
T	50. I would feel confident in reporting bullying/harassment	18	39	21	16	5	57	+2	-	-

All Questions

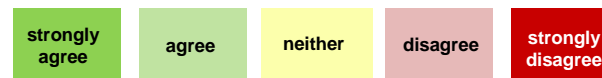
This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

T Change in question text from previous survey

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University leadership

Question	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
51. University Executive Board (UEB) is sufficiently visible in the University	25	42	24	7	28	+11 *	-	-5	
Key 52. There is effective leadership within my College/Corporate Service	7	38	33	15	8	45	+13 *	-	-
53. In my experience there is good co-operation between various parts of the University	27	40	23	8	29	+6 *	-	-	
54. I am aware of the goals in the University's Strategic Framework; Shaping Our Future: Birmingham 2015	10	45	24	15	5	56	-	-	-
55. I am aware of the University's five core values as defined in the Strategic Framework	8	39	24	23	5	47	-	-	-
56. I understand how my job contributes to the goals in the Strategic Framework	8	33	31	22	6	41	-	-	-
57. The University's Strategic Framework will improve the University's performance	6	27	53	10	33	-	-	-	
58. Major change is managed effectively by the University	24	46	17	10	27	-	-	+3	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

T Change in question text from previous survey

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My views about working at the University

Question	Response Scale					% Positive Score	% Positive Variance Compared to:		
	strongly agree	agree	neither	disagree	strongly disagree		% Positive Score 2009	Private Sector Benchmark	Public Sector Benchmark
59. I intend to still be working for the University in 12 months time	35	42	16	5	1	77	-2 *	-0	-
60. I feel committed to the University's goals	22	48	24	4	1	71	+9 *	-	-
61. I am willing to go the 'extra mile' when necessary	45	46	6	1	1	91	-1	-	-
62. I am motivated to contribute more than is normally required to complete my work	40	44	10	4	1	84	-1	-	-
63. I would recommend the University as a place to work	29	47	16	5	1	76	+1	-	-
64. I am proud to work for the University	34	43	18	1	1	77	+3 *	+3	+25
65. Considering everything, I am satisfied with the University as my employer	25	51	15	6	1	76	+0	-	-

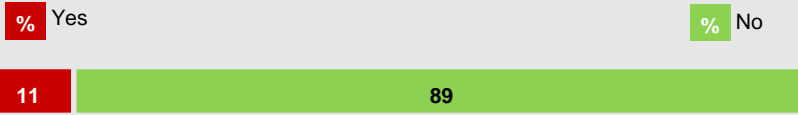
Listening and taking action

66. I believe that action was taken on issues identified by the 2009 staff survey	5	28	54	8	1	33	-	-	-
Key 67. I believe that action will be taken on issues identified by this survey	6	36	43	10	5	42	+2 *	-	-

Non Standard Questions

This section shows the results for non standard questions within the survey.

47. In the last 12 months, whilst working at the University, have you been bullied or harassed?



Differences are based on '% No' score

-0%	Variance from 2009
-	Variance from Private Sector Benchmark
-	Variance from Public Sector Benchmark

48. In the last 12 months, whilst working at the University, have you witnessed bullying or harassment?



Differences are based on '% No' score

-1%	Variance from 2009
-	Variance from Private Sector Benchmark
-	Variance from Public Sector Benchmark

49. Are you aware of how to report bullying/harassment?



Differences are based on '% Yes' score

+4% *	Variance from 2009
-	Variance from Private Sector Benchmark
-	Variance from Public Sector Benchmark

* indicates differences are statistically significant

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Your job

	% Positive	% Positive	% Positive	% Positive
1. My job makes good use of my skills and abilities	78	84	83	69
2. I am clear about what I am expected to achieve in my job	80	78	80	82
3. I have the information I need to do my job well	69	67	69	72
4. Where I work I have the resources I need to complete my work effectively	63	54	63	70
5. I feel sufficiently challenged by the work that I do	72	87	76	54
6. My work gives me a feeling of personal accomplishment	70	77	74	59
7. I am able to make decisions that enable me to work effectively	71	67	74	73
8. Overall, I enjoy the job that I do	78	79	81	74

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Communication

	% Positive	% Positive	% Positive	% Positive
9. The University does a good job of keeping me informed about matters affecting me	58	49	65	61
10. I feel able to speak up and give my views/suggestions on the way things are done at the University	41	35	50	39
11. In my experience, there is good communication between various parts of the University	23	17	24	28
12. I think the University 'all staff' events provide a useful opportunity to hear from senior management e.g. VC's Open Forum, University Services Forum or College Assemblies	46	33	58	48

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Your immediate work area

	% Positive	% Positive	% Positive	% Positive
13. My colleagues in my immediate work area co-operate to get the work done	87	84	89	87
14. I have a clear understanding of the purpose and objectives of my immediate work area	90	88	91	91
15. I understand how my work contributes to the objectives of my immediate work area	92	89	93	93
16. I understand how my work contributes to the success of the University	82	77	87	84
17. Team meetings are effective in getting relevant information to those who need it	67	61	72	69
18. There is effective communication within my immediate work area	74	72	78	72
19. Where I work, the reasons for decisions affecting me are explained to me	61	57	66	60
20. I have opportunities to raise questions and make suggestions	74	71	82	70
21. As a whole my immediate work area is well managed	68	66	73	68

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Your manager

	% Positive		% Positive	
22. My manager and I communicate effectively	74	72	77	73
23. My manager recognises and acknowledges when I have done a good job	70	67	74	68
24. I receive regular, constructive feedback on my performance	51	44	57	53
25. My manager treats me with respect	80	80	84	77
26. My manager supports my development	68	66	73	67
27. My manager deals effectively with poor performance	44	39	46	48

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Work/life balance and working conditions

	% Positive	% Positive	% Positive	% Positive
28. I am comfortable with the amount of work I am expected to do	59	49	60	66
29. I am able to strike the right balance between my work and home life	58	40	59	74
30. I can meet the requirements of my job without regularly working excessive hours	50	28	51	72
31. Health and safety is taken seriously by the University	70	62	73	76
32. I understand the health and safety procedures in my immediate work area including fire safety procedures	89	85	89	91
33. The University takes its duty to be environmentally responsible seriously	64	52	68	72
34. The University provides opportunities for me to be environmentally responsible in my working life e.g. use of energy, recycling, sustainable transport etc.	66	55	72	72
35. Overall, I am satisfied with my immediate physical working environment	74	70	77	75

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Training and development

	% Positive		% Positive	
36. I am able to access the right learning and development opportunities when I need to	64	63	67	62
37. I believe I have the opportunity for personal development at the University	62	62	67	59
38. I think there are sufficient opportunities for long term career progression at the University	41	41	38	43
39. I have a regular opportunity to discuss my development with my manager	55	48	61	57
40. Overall, the training/development I have received in my job has been useful and relevant to my job	63	51	69	68
41a. I find the Staff Development Review (SDR) process useful (Academic and other related staff)	36	32	40	(r)
41b. I find the Personal Development Review (PDR) process useful (Support staff)	31	(r)	(r)	31

Reward

42. My pay is fair considering my duties and responsibilities	50	52	59	41
43. My pay is reasonable in comparison with similar jobs elsewhere	46	47	53	41

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

Equal opportunities and diversity

	% Positive		% Positive	
44. I am valued for what I can offer the University	48	45	55	44
45. The University offers equal opportunities to all staff	56	48	61	59
46. The University respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	68	60	72	71
50. I would feel confident in reporting bullying/harassment	57	53	58	61

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

University leadership

	% Positive	% Positive	% Positive	% Positive
51. University Executive Board (UEB) is sufficiently visible in the University	28	25	36	24
52. There is effective leadership within my College/Corporate Service	45	37	54	45
53. In my experience there is good co-operation between various parts of the University	29	20	33	36
54. I am aware of the goals in the University's Strategic Framework; Shaping Our Future: Birmingham 2015	56	51	69	49
55. I am aware of the University's five core values as defined in the Strategic Framework	47	39	62	43
56. I understand how my job contributes to the goals in the Strategic Framework	41	32	54	38
57. The University's Strategic Framework will improve the University's performance	33	23	44	34
58. Major change is managed effectively by the University	27	18	31	33

Results by Academic, Academic Related and Support Staff

This section shows the % positive scores for Academic, Academic Related and Support Staff within University of Birmingham.

Key (r) Where group has less than 10 respondents

Academic, Academic Related and Support Staff

	Overall	Academic	Academic Related	Support Staff
Respondents	4,006	1384	1184	1425
Employee Engagement Index	79	74	84	80

My views about working at the University

	% Positive		% Positive	
59. I intend to still be working for the University in 12 months time	77	75	79	77
60. I feel committed to the University's goals	71	63	80	70
61. I am willing to go the 'extra mile' when necessary	91	89	95	91
62. I am motivated to contribute more than is normally required to complete my work	84	85	88	80
63. I would recommend the University as a place to work	76	66	81	80
64. I am proud to work for the University	77	70	82	80
65. Considering everything, I am satisfied with the University as my employer	76	67	81	81

Listening and taking action

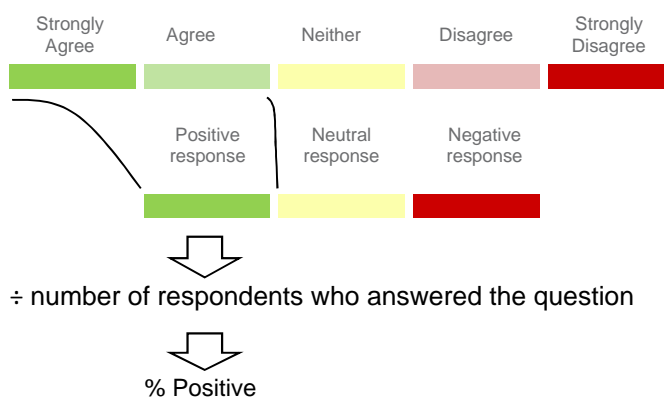
66. I believe that action was taken on issues identified by the 2009 staff survey	33	23	45	34
67. I believe that action will be taken on issues identified by this survey	42	32	53	43

Guide to using this report

This section explains

% 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.



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%	

Statistical significance

Significance testing is used in this report to show whether the differences between a unit and comparisons are statistically significant. Differences that are statistically significant will be flagged with a *.

Independent groups (comparing trend data)

If the below equation evaluates as true then the difference between two groups is considered significant.

$$\left| \frac{P_1 - P_2}{\sqrt{\frac{P_2(1-P_2)}{n_2-1} + \frac{P_1(1-P_1)}{n_1-1}}} \right| > 1.96$$

Where

P_1 = percentage score for group 1, P_2 = percentage score for group 2, n_1 = base for group 1, n_2 = base for group 2 and where n_1 & n_2 are both greater than 30

Dependent groups (comparing against UOB overall or Parent data)

If the two groups are related (i.e. parent & child relationship within the hierarchy) then a modified form of the independent test is used.

In the modified form the values for group 1 (the parent) are recalculated excluding group 2 (the child).

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 Public Sector and Private Sector organisations with more than 4000 employees.

These reports include comparisons to a wider UK benchmark and is compiled from surveys that have been carried out over the past 6 months. Due to the timings of different Universities employee surveys, a robust and up to date benchmark will not be available until later in the year where comparisons will be provided.