

CAPITA



Staff Survey 2011

**University of Bath
Organisation-Wide Report**

May 2011

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[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

University of Bath - Staff Survey 2011 (Organisation Wide Report)

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University of Bath - Staff Survey 2011

Executive Summary

The University of Bath commissioned Capita Surveys and Research to conduct its staff survey, which was distributed in March with a closure date of 11th April 2011.

The timing is significant. Capita's recent experience of undertaking surveys suggests that the uncertainty facing the higher education sector has affected staff views and some HEIs have staff who are significantly less positive about issues such as the management of change, workload, job security, pensions, career and future prospects than they were a year ago.

Capita processed and validated 1,467 completed survey questionnaires from University of Bath staff; this calculates as a response rate of 53% (compared to 1,516 responses equating to 49% in 2007).

Analysis of the background details of respondents shows:

- 56% are female and 44% male;
- 69% are permanent full-time; 18% permanent part-time;
- 11% have worked at the University for over 20 years, 20% have worked for 11 to 20 years, 24% have worked for 6 to 10 years, 25% for 3 to 5 years, and 20% have joined in the last 2 years;
- 35% are education and research staff, 42% are management, specialist and administrative staff; 9% are operations and facilities support staff, 7% are technical and experimental staff, and 7% are other staff;
- 40% have management responsibility for staff;
- 4% consider themselves to have a disability; and
- 79% are White British or Irish and 11% are from other White backgrounds.

Overall staff are positive about the University and 84% say it is a good place to work. However there are concerns about issues such as workload, the management of change and future prospects.

Key Results

There were 215 questions in the survey and of these, 154 used an agree to disagree response scale.

Analysis of the survey results using a scoring system for these 154 questions shows the issues where staff have the most positive and negative perceptions.

In 2011 there are 69 (or 45% of the total) agree/disagree questions with a value score of over 3.00, generally showing that at least 70% of staff have a positive view about the question.

Some of the key positive issues include:

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

- Understanding of expectations and standards, and having clear roles and responsibilities.
- Equality and diversity, including the University respecting different people equally and acting fairly in relation to recruitment, development opportunities and career progression as well as staff being aware of issues and policy.
- Job satisfaction, including staff feeling trusted and enjoying their work, having the opportunity to use their initiative and abilities, and finding their work varied and interesting.
- Staff having sufficient work space and this being clean, comfortable and not too noisy.
- Line managers, including them being approachable, supportive, respecting and valuing them, being available when needed and having sufficient authority to make decisions.
- The University offers good holiday and sick pay entitlements and pension schemes.
- The quality of service delivered by their department or service and the University.
- Support from work colleagues and people being willing to help each other.
- Staff feeling they belong to a team and feeling part of their department or service as well as feeling valued by their colleagues, and students and customers.
- Staff being able to access learning and development opportunities to improve their practical, technical and/or professional skills.

In 2011 there are 19 (or 12% of the total) agree/disagree questions with a value score of below 2.50, generally showing that 50% or more staff have a negative view about the question. These include:

- Workload and bureaucracy.
- Doing more to help staff prepare for and cope with change; not managing change well within the University; not planning, communicating and explaining recent changes; and ensuring change delivers business improvements.
- Different parts of the University not communicating effectively with each other and the lack of good co-operation between different departments/services, as well as communications between senior management and staff not being effective.
- Staff not having a place where they can go for rest at work.
- The University not doing a good job of retaining its most talented people.
- Staff not feeling valued by the University.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Comparison with Staff Survey 2007

Capita's analysis of the key positive responses shows more staff now have a positive view of the University than in the last survey in 2007 – i.e. the proportion of agree/disagree questions with a score of over 3.00 has increased from 23% in 2007 to 45% in 2011.

The average score in 2011 for all agree/disagree questions is 2.93, compared to 2.78 in 2007.

A year-on-year comparison of the 215 questions which can be measured has revealed 21 issues where there was a statistically significant improvement in the views of staff.

Some of the largest improvements have been made in the following areas:

SDPR/Appraisal and Learning & Development

- More staff have had an individual SDPR/appraisal in the last year (up from 46% in 2007 to 77% in 2011);
- More staff have identified training, learning or development needs (up from 47% to 67%) and agreed clear objectives (up from 78% to 85%) as part of this process;
- More staff say overall learning and development has helped them do their job more effectively (up from 58% to 68%) and they are satisfied with their current level of learning and development (up from 64% to 71%).

Work Environment

- More staff rate food and catering facilities as good (up from 47% to 60%)
- More staff say they have a comfortable work space (up from 65% to 71%).

Communications

- More staff say communication between senior management and staff is effective (up from 34% to 45%);
- More staff receive information in a timely way (up from 70% to 76%).

Staff Retention

- More staff feel the University is doing a good job in retaining its most talented staff (up from 38% to 47%).

Team Leaders/Line Managers/Immediate Supervisors

- More staff say their team leader/line manager/immediate supervisor:
 - provides them with feedback about their performance (up from 64% to 71%),
 - deals with poor performance effectively (up from 55% to 62%),

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- ensures they have the skills to do their job well (up from 76% to 81%).

Capita's analysis shows the proportion of issues which are viewed negatively in the University shows no change over time, i.e the proportion of these questions with a score below 2.5 is 12% for both the 2007 and 2011 staff surveys.

A year-on-year comparison of the 215 questions which can be measured shows 15 issues where there is a statistically significant fall in staff views. These include:

Workload, Bureaucracy and Rest

- More staff feel that too many approvals are needed for routine decisions (up from 27% to 60%);
- More staff have had to put in a lot of extra time in the last year to meet the demands of their workload (up from 64% to 71%);
- More staff say they find their current workload too much and are struggling to cope (up from 34% to 40%);
- Fewer staff say they have a place they can go for a rest at work (down from 64% to 42%) and say they are able to take regular breaks on most days (down from 67% to 59%).

Management of Change and Future Prospects

- More staff say generally the process of change causes them concern and worry (up from 22% to 49%) and there is too much local change for change's sake (up from 36% to 48%);
- Fewer have seen positive changes in the last 12 months (down from 66% to 59%), think things will improve in the next 12 months (down from 60% to 49%), and feel job security is good (down from 76% to 66%);
- Fewer staff also say they are able to access learning and development opportunities that improve promotion or career opportunities (down from 64% to 52%).

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Notes

1. The following values were assigned to responses for questions or statement seeking a positive response in order to provide a rank order:

Response (2007)	Response (2011)	Value assigned to response
Strongly agree	Agree	4
Agree	Tend to agree	3
Disagree	Tend to disagree	2
Strongly disagree	Disagree	1

2. The term 'most respondents' is used for key areas of strength – i.e. those questions scoring above 3.0 and this generally means that at least 70% of respondents have agreed (agreed or tended to agree in 2011) to a positive statement or question seeking a positive answer (disagreed or tended to disagree where there is a negative statement or question seeking a negative answer).
3. The term 'many respondents' is used for key areas for improvement – i.e. those questions scoring below 2.5 and this generally means that at least 50% of respondents have disagreed (disagreed or tended to disagree in 2011) to a positive statement or question seeking a positive answer (agreed or tended to agree where there is a negative statement or question seeking a negative answer).
4. Capita recommended a change to the response options in the survey from strongly agree/agree/disagree/strongly disagree in 2007 to agree /tend to agree/tend to disagree/disagree in 2011. Since Bath's last survey Capita has undertaken further development work on its framework questionnaire on which the University's questionnaire is based. This found that the percentage of staff who are 'likely' to leave a question blank decreased in most cases, when using the range of agree and tend to agree options in comparison to the strongly agree and agree options. Staff said they are more comfortable with the 'tend to' option which for them represented they felt like this most of the time – rather than the 'agree' option which for them represented they felt like this 'all of the time'.
5. All of Capita's new survey clients use the new range and many existing clients have also changed their response range to match. The change does not necessarily show a more positive or negative view as both positive percentages or negative percentages are usually added together to show one aggregate percentage for the purpose of benchmarking.

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Background

The University of Bath commissioned Capita Surveys and Research to conduct its staff survey. The University of Bath believes staff are central to achieving the University's objectives and maintaining excellence as a leading University. The survey aims to collect information on the quality of working life to help make improvements and inform future initiatives; this will ensure the University of Bath retains and recruits the most talented people.

The survey was designed by Capita's Survey and Research Unit, in conjunction with the University, as an e-survey, with an option to complete the survey in a paper format. The survey was distributed in March with a closure date of 11th April 2011. Capita's Survey and Research Unit processed and validated 1,467 completed survey questionnaires from University of Bath employees; this gives a response rate of 53%.

Presentation of the Results

This report presents a summary of the results for the whole organisation i.e. everyone who participated in the survey.

Part A includes

Year-on-year comparisons between 2011 and 2007

Part B includes

Key employee engagement indicators.

Part C includes

The most positive issues rated by staff and identified as organisation strengths.

Part D includes

The most negative issues rated by staff and identified as areas for improvement.

Part E includes

A presentation of the survey results in chart and narrative format in the same order as the questionnaire for ease of reference.

Each section displays questions in appropriate groups in chart format with percentages. It should be noted the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding. Please note the 2007 questionnaire used Strongly Agree, Agree, Disagree and Strongly Disagree response options¹.

¹ Capita recommended a change to the response options in the survey from strongly agree/agree/disagree/strongly disagree in 2007 to agree/tend to agree/tend to disagree/disagree in 2011. Since Bath's last survey Capita has undertaken further development work on its framework questionnaire on which the University's questionnaire is based. This found that the percentage of staff who are 'likely' to leave a question blank decreased in most cases, when using the range of agree and tend to agree options in comparison to the strongly agree and agree options. Staff said they are more comfortable with the 'tend to' option which for them represented they felt like this most of the time – rather than the 'agree' option which for them represented they felt like this 'all of the time'. All of Capita's new survey clients use the new range and many existing clients have also changed their response range to match. The change does not necessarily show a more positive or negative view as both positive percentages or negative percentages are usually added together to show one aggregate percentage for the purpose of benchmarking.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART A – Year-on-Year Comparisons

A year-on-year comparison of the 215 questions which can be measured has revealed 36 issues were statistically significantly different; 15 issues deteriorated and 21 issues had improved.

The tables on the following page show a ‘year-on-year’ comparison for questions in the survey where the change is considered to be statistically significant. Statistical significance does not necessarily mean it is an important difference. What it does indicate is where a real difference exists between the University of Bath’s 2011 results and the 2007 results and the difference isn’t just by chance related to some other factor such as the response rate.

Statistically significant differences highlighted in red show a deteriorating score on 2007, whereas a difference highlighted in green shows an improved score on 2011.

Table 1: Statistically significant improvements

Question	2011 Agree %	2007 Agree %	% Change +/-
Q6.2 Have you had an individual SDPR / appraisal in the last 12 months?	77%	46%	31%
Q6.6 As part of your SDPR / appraisal, did you identify training, learning and development needs?	67%	47%	20%
Q9.7 Food and catering facilities for staff are good	60%	47%	13%
Q14.3(f) Communication between senior management and staff is effective	45%	34%	11%
Q7.1 Overall learning and development has helped me to do my job more effectively	68%	58%	10%
Q3.12(b) I feel the University is doing a good job of: ... retaining its most talented people	47%	38%	9%
Q15.2 In my department / service we consider the impact of our actions on other departments / services	73%	65%	8%
Q5.7 My team leader / line manager / immediate supervisor: Provides me with feedback about my performance	71%	64%	7%
Q5.11 My team leader / line manager / immediate supervisor: Deals with poor performance effectively	62%	55%	7%
Q6.4 Did you agree clear objectives as part of your SDPR / appraisal?	85%	78%	7%

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question	2011 Agree %	2007 Agree %	% Change +/-
Q7.3 I am satisfied with my current level of learning and development	71%	64%	7%
Q15.10(a) I feel there is good co-operation: between teams in my department / service	75%	68%	7%
Q1.1(c) I have a clear understanding about: ...expected standards of performance	91%	85%	6%
Q14.3(a) I receive information in a timely way	76%	70%	6%
Q3.4 I understand what the values of the University are	70%	64%	6%
Q9.2 I have a comfortable work space (including temperature, lighting, ventilation)	71%	65%	6%
Q1.11 I have adequate resources to complete my work	66%	61%	5%
Q5.1 My team leader / line manager / immediate supervisor: Ensures I have the skills to be able to do my job well	81%	76%	5%
Q11.2 I have clear, planned goals and objectives for my job	81%	76%	5%
Q3.2 I feel my department / service delivers good quality service to students / customers	92%	88%	4%
Q13.5(b) The University respects equally: People of different nationality / ethnicity	96%	93%	3%

Table 2: Statistically significant deteriorations

Question	2011 Agree %	2007 Agree %	% Change +/-
Q1.12 I feel that too many approvals are needed for routine decisions	60%	27%	33%
Q17.9 Generally, the process of change causes me concern and worry	49%	22%	27%
Q9.8 I have a place I can go for rest at work	42%	64%	-22%
Q7.5(c) I am able to access learning and development opportunities (even if I don't take them up) that further improve my: Promotion / career opportunities	52%	64%	-12%
Q17.10 Generally, there is too much local change for change's sake	48%	36%	12%
Q17.13 I think things will improve in the next 12 months	49%	60%	-11%
Q2.13 I feel my job security at the University is good	66%	76%	-10%
Q11.11 I am able to take regular breaks on most days	59%	67%	-8%

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question	2011 Agree %	2007 Agree %	% Change +/-
Q17.12 I have seen some positive changes in the last 12 months	59%	66%	-7%
Q1.8 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	71%	64%	7%
Q1.10 I find my current workload too much and I am struggling to cope	40%	34%	6%
Q2.6 The University is a good place to work	84%	89%	-5%
Q11.7 Relationships at work are strained	33%	28%	5%
Q8.5 The University offers good pension schemes (e.g. USS and LGPS)	90%	95%	-5%
Q10.2(e) During the last 12 months have you been injured or felt unwell as a result of the following problems at work? Personal attacks	4%	1%	3%

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PART B: Key Employee Engagement and Organisation Climate Indicators

The following tables compare some of the key results from the survey for the University in relation to the other Higher Education Institutions Capita supported to undertake a staff survey in 2009/11.

The tables on the following pages show the key questions included in the survey that measure employee engagement, *i.e.* '*motivated and involved employees, who are supporters of University of Bath*' and organisation climate *i.e.* '*how things are in the work environment*'. Positive responses to these questions demonstrate high levels of employee job satisfaction, which leads to the University providing a good quality service to students and other service users.

Making comparisons with other HEIs helps put the employee engagement results into context and highlights University of Bath's strengths and areas for improvement. However, the comparisons are not used on their own to decide the issues for improvement within the University. The negative perceptions from staff responding to the survey may not be the same as those identified by the HEI comparisons, but should also be considered as areas for improvement.

The employee engagement and organisation climate tables

The tables on the following pages show the 'agree' percentages for University of Bath compared to the average² score for other HEIs. The information in the final column of the tables indicates whether the University score is *statistically significantly different* when compared to other HEIs. Statistical significance does not necessarily mean it is an important difference. What it does indicate is where a *real difference* exists between the University score and the average HEI score, and the difference is not just by chance related to some other factor such as the response rate, or the size of the organisation, etc.

Statistically significant differences highlighted in **red** show a poorer score than the benchmark for other HEIs, whereas a difference highlighted in **green** shows a better score.

² In this case the average is the median *i.e.* the middle value in the range of scores for the other HEIs.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Employee Engagement and Organisation Climate

Table 1: (Questions where a high score is a good result)

Survey Question No.	Question	University of Bath 2011 Agree %	HEI Norm Agree %	Statistically Significant Difference
Q1.2	I am satisfied with my current role and level of responsibility	75%	74%	No
Q1.15	My immediate manager helps me find a good work-life balance	65%	75%	Yes
Q2.3	My motivation at work is generally high	81%	86%	Yes
Q2.6	The University is a good place to work	84%	91%	Yes
Q3.4	I understand what the values of the University are	70%	82%	Yes
Q4.1	The University Senior Leadership Team, i.e. the Vice-Chancellor's Group: ...manages and leads the University well	70%	72%	No
Q5.1	My team leader / line manager / immediate supervisor: Ensures I have the skills to be able to do my job well	81%	82%	No
Q6.2	Have you had an individual SDPR / appraisal in the last 12 months?	77%	82%	Yes
Q7.3	I am satisfied with my current level of learning and development	71%	72%	No
Q8.3	I feel fairly paid for the work I do	58%	69%	Yes
Q9.6	I feel safe and secure in my working environment	94%	94%	No
Q10.1	Do you know how to report accidents and incidents?	63%	69%	Yes
Q14.3e	On the whole, communication in the University is effective	60%	65%	Yes

Employee Engagement and Organisation Climate

Table 2: (Questions where a low score is a good result)

Survey Question No.	Question	University of Bath 2011 Agree %	HEI Norm Agree %	Statistically Significant Difference
Q11.13	Overall, I feel unduly stressed at work	28%	26%	No
Q12.1	Are you currently being harassed or bullied at work?	5%	6%	No
Q13.6	Have you felt discriminated against in your work at the University in the last 12 months?	10%	10%	No
Q16.1a	I often think about leaving the University	37%	35%	No
Q17.11	Generally, more could be done to help staff prepare for and cope with change	79%	74%	Yes

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART C – Areas of Strength

To identify the areas of strength within University of Bath, all the agree/disagree questions are ranked according to the values assigned to each question. Those questions generating the most positive values i.e. with a score above 3.00³ are listed below. The term 'most respondents' is used for key areas of strength and this generally means that at least 70% of respondents have agreed (agreed or tended to agree in 2011) to a positive statement or question seeking a positive answer (disagreed or tended to disagree where there is a negative statement or question seeking a negative answer).

Environment

Most respondents feel the Energy and Environment Team, all staff, the Vice-Chancellor's Group and their department/service should be responsible for addressing environmental issues across the University campus.

Roles and Responsibilities

Most respondents said they have a clear understanding about expected standards of behaviour and performance, what they are expected to achieve in their job, and their role within the University.

Most respondents said they have clear, planned goals and objectives for their job and they are satisfied with their current role and level of responsibility.

Equality and diversity

Most respondents said the University respects equally people of different sexual orientation, gender, age and nationality/ethnicity, people irrespective of their transgender status, people of different religions or none and people who are disabled and not disabled.

Most respondents said they feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age, with regard to recruitment, development opportunities and career progression.

Most respondents said they are satisfied with their level of awareness of diversity issues and how to react appropriately with colleagues; they believe the University is committed to equality of opportunity for all of its staff, and said they are aware of the University's Dignity and Respect for Students and Staff Policy.

Job Satisfaction

Most respondents said they are trusted to do their job; they can decide on their own how to go about doing their work and said they enjoy their work. Most respondents said their work offers them opportunity to use their initiative and abilities, it is varied

³ 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 2 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.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

and interesting to them, their motivation at work is generally high and their work gives them a sense of personal achievement.

Most respondents feel proud to work for the University, they are interested in the University, to them it's not 'just a job' and said the University is a good place to work.

Work Environment

Most respondents said they feel safe and secure in their working environment, they feel they have sufficient work space, a clean workspace and a comfortable work space (including temperature, lighting, and ventilation). In addition they said it is not too noisy in their area of work and they have the right equipment to do their job.

Management

Most respondents said their team leader/line manager/immediate supervisor is approachable, supportive in a personal crisis, respects and values them, is available when needed and gives them recognition for work done well.

Most respondents said their team leader/line manager/immediate supervisor has sufficient authority to make decisions, ensures they have the skills to be able to do their job well and understands the technical aspects of their work. In addition they provide them with help and support to enable them to achieve their objectives, and involve them in decisions that affect them in their own area of work.

Most respondents said they are satisfied with the support from their immediate manager.

Pay and Benefits

Most respondents said the holiday entitlement at the University is good and the University offers a good sick pay scheme. In addition most respondents said the University offers good pension schemes (e.g. USS and LGPS).

Quality of Service

Most respondents feel their department/service and the University delivers good quality service to students/customers and if they want to put forward new ideas or suggestions for improvements, they know how to do so.

Working Together

Most respondents are satisfied with the support they get from their work colleagues; and said people are willing to help each other, even if it means doing something outside their usual activities.

Feeling Valued

Most respondents feel they belong to a team and feel part of their department/service. In addition they feel valued by their colleagues and students and customers, and feel research staff and leaders, managers and supervisors are valued as part of the University community.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Learning and Development

Most respondents said they are able to access learning and development opportunities (even if they don't take them up) that further improve their practical, technical and/or professional skills. In addition most respondents feel they are given the same opportunities to develop as other staff and said they have received sufficient training to enable them to do their job well.

Information

Most respondents said the information they receive is straightforward and they understand it.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

PART D – Areas for Improvement

To identify the areas of improvement within University of Bath all the agree/disagree questions are ranked according to the values assigned to each question. Those questions generating the most negative values i.e. with a score below 2.50⁴ are listed below. The term 'many respondents' is used for key areas for improvement and this generally means that at least 50% of respondents have disagreed (disagreed or tended to disagree in 2011) to a positive statement or question seeking a positive answer (agreed or tended to agree where there is a negative statement or question seeking a negative answer).

Workload and Bureaucracy

Many respondents feel they have had to put in a lot of extra time in the last 12 months to meet the demands of their workload, they do not have time to carry out all their work and they often worry about work outside working hours. In addition they feel too many approvals are needed for routine decisions.

Change

Many respondents feel more could be done to help staff prepare for and cope with change, and feel generally change within the University is not managed well.

Many respondents feel recent changes have not been well planned, explained, well communicated or delivered business improvements. In addition respondents do not feel things will improve in the next 12 months.

Many respondents do not believe senior managers are good at making changes and innovating to meet changing circumstances.

Communication

Many respondents feel on the whole, the different parts of the University do not communicate effectively with each other and they do not feel there is good co-operation between different departments/services.

Many respondents do not feel communication between senior management and staff is effective and said the University Senior Leadership Team i.e. the Vice-Chancellor's Group does not listen to and respond to the views of staff.

Work Environment

Many respondents said they do not have a place they can go for rest at work.

Retention

Many respondents do not feel the University is doing a good job of retaining its most talented people.

⁴ 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 2 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.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Feeling Valued

Many respondents do not feel valued by the University.

PART E – Survey Results

Part E of this report presents the responses in chart format, for each question in the survey in the same order they appeared in the questionnaire.

The accompanying narratives detail the headlines/key points featuring the most positive and negative responses **for each survey section where applicable**. It should be noted that whilst a response may be negative in the context of the survey section, it may not emerge as a key issue for improvement when the **strength** of responses for all the survey results are considered.

QUESTION BLOCK 1: Your Role and Work-Life Balance

University of Bath staff responded to questions relating to their role and work life balance. The full results for each question are shown in the chart below.

Your Role and Work- Life Balance – Headline Results

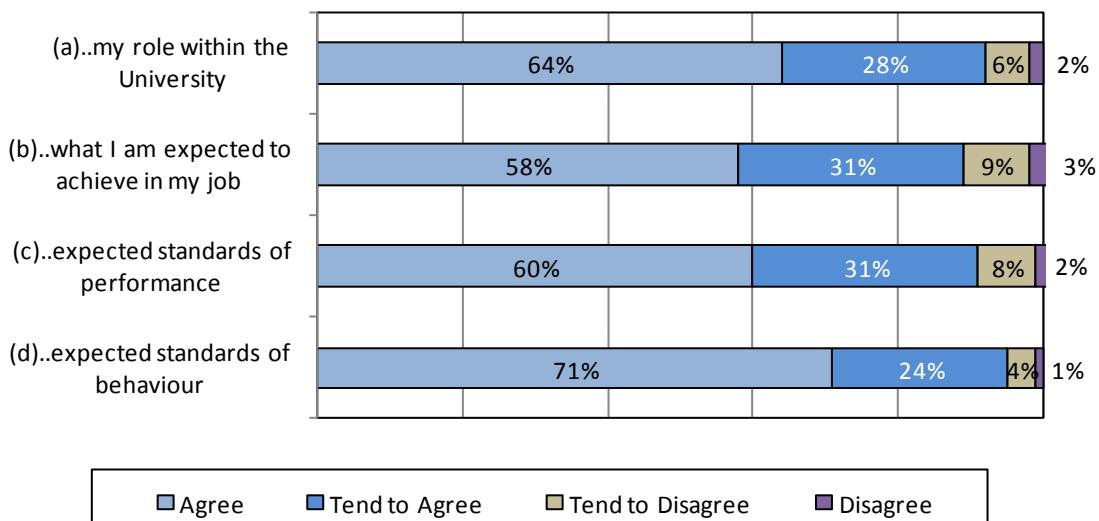
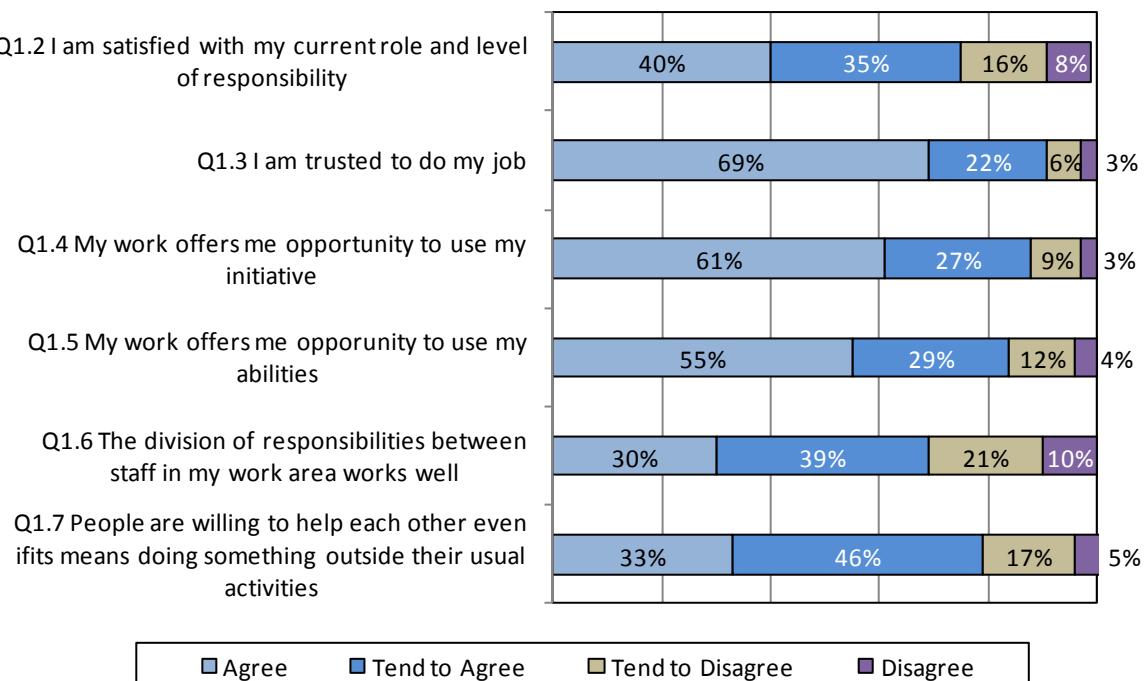
The most positive perceptions in this question block were:

- 95% of respondents said they have a clear understanding of expected standards of behaviour, their role within the University (92%), expected standards of performance (91%) and what they are expected to achieve in their job (89%);
- 91% of respondents said they are trusted to do their job and said their work offers them the opportunity to use their initiative (88%) and their abilities (84%).

The most negative perceptions in this question block were:

- 71% of respondents feel they have had to put in a lot of extra time in the last 12 months to meet the demands of their workload;
- 62% of respondents said they often worry about work outside their working hours;
- 60% of respondents feel too many approvals are needed for routine decisions and 42% feel priorities are changed too frequently for them to work efficiently.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 1: Q1.1 I have a clear understanding about:**Chart 2: Roles and Responsibilities**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 3: Workload and Bureaucracy

Q1.8 I feel I have to put in a lot of extra time in the last 12 months to meet the demands of my workload

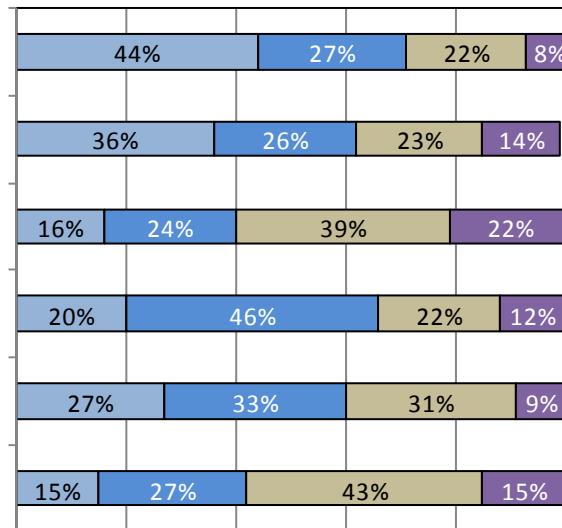
Q1.9 I often worry about work outside my working hours

Q1.10 I find my current workload too much I am struggling to cope

Q1.11 I have adequate resources to complete my work

Q1.12 I feel that too many approvals are needed for routine decisions

Q1.13 I feel priorities are changed too frequently for me to work efficiently



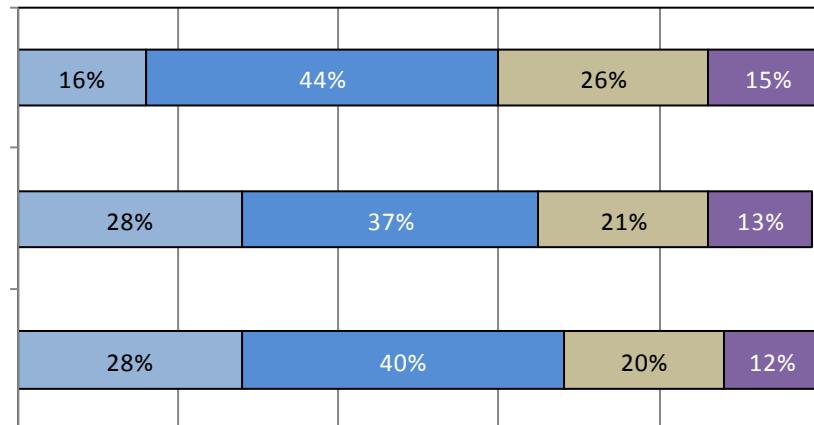
■ Agree ■ Tend to Agree ■ Tend to Disagree ■ Disagree

Chart 4: Work Life Balance

Q1.14 The University provides good support to help me balance my work and personal commitments

Q1.15 My immediate manager helps me find a good work-life balance

Q1.16 I feel I have a good work-life balance



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

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 2: Job Satisfaction

University of Bath staff responded to questions relating to their job satisfaction. The full results for each question are shown in the charts on the following pages.

Job Satisfaction – Headline Results

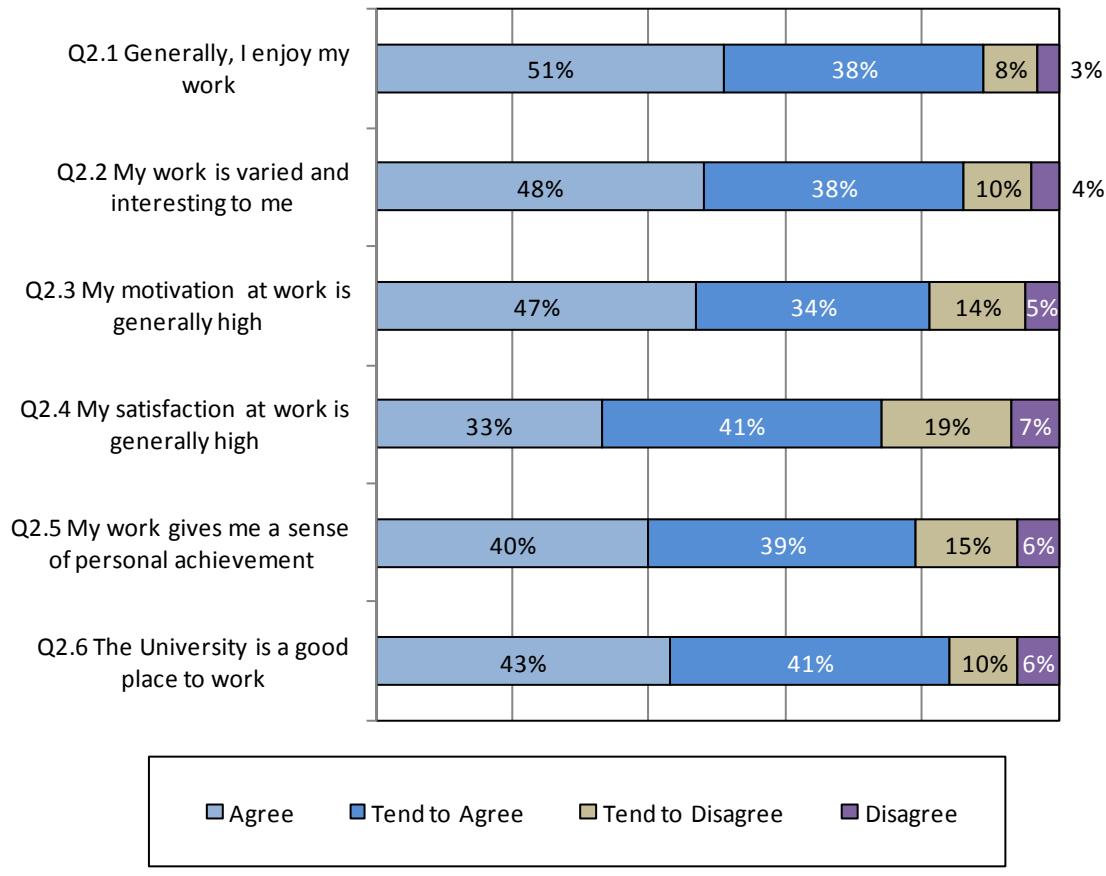
The most positive perceptions from respondents in this question block were:

- 92% of respondents said they are interested in the University, to them it's not 'just a job';
- 89% of respondents said generally they enjoy their work and 86% said their work is varied and interesting to them;
- 84% said the University is a good place to work;
- 83% said they feel valued by their colleagues.

The most negative perceptions from respondents in this question block were:

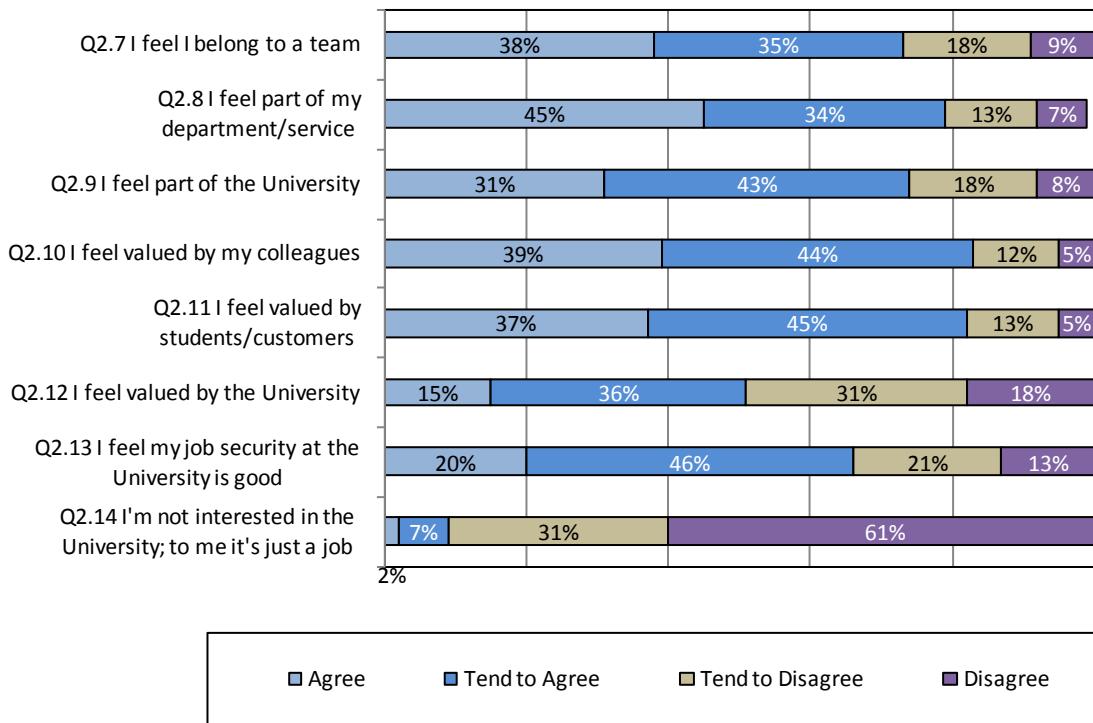
- 49% of respondents said they do not feel valued by the University;
- 34% do not feel their job security at the University is good;
- 27% do not feel they belong to a team.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 5: Job Satisfaction

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 6: Feeling Valued



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 3: Cultures and Values

University of Bath staff responded to questions relating to cultures and values. The full results for each question are shown in the charts on the following pages.

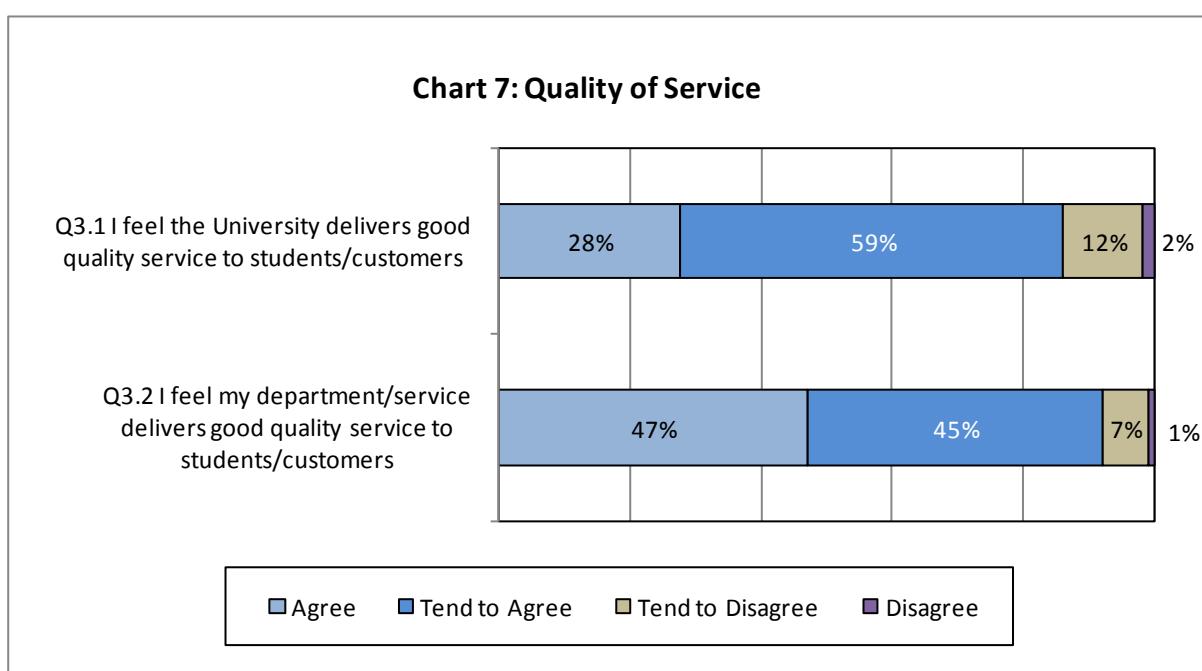
Cultures and Values – Headline Results

The most positive perceptions from respondents in this question block were:

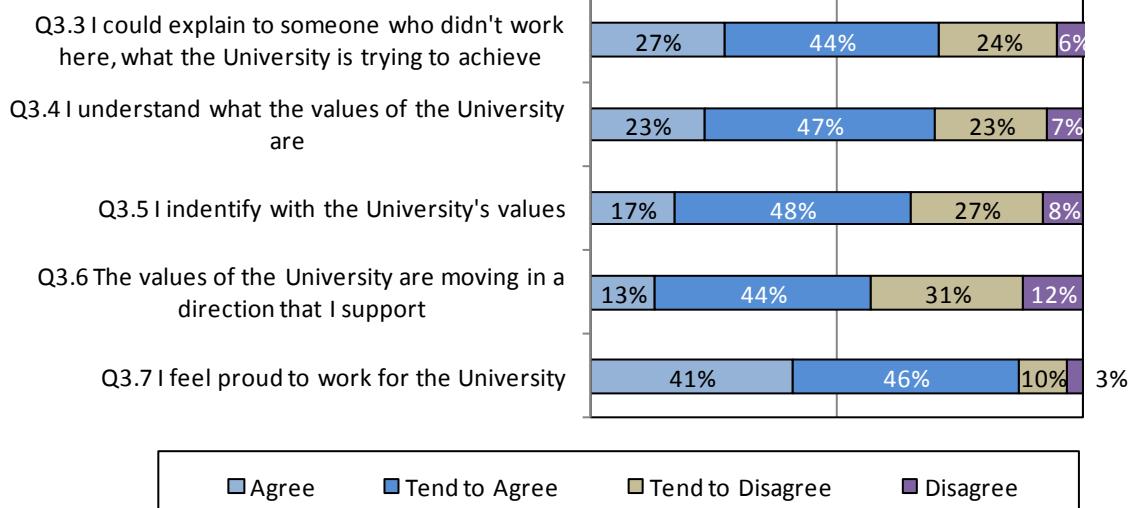
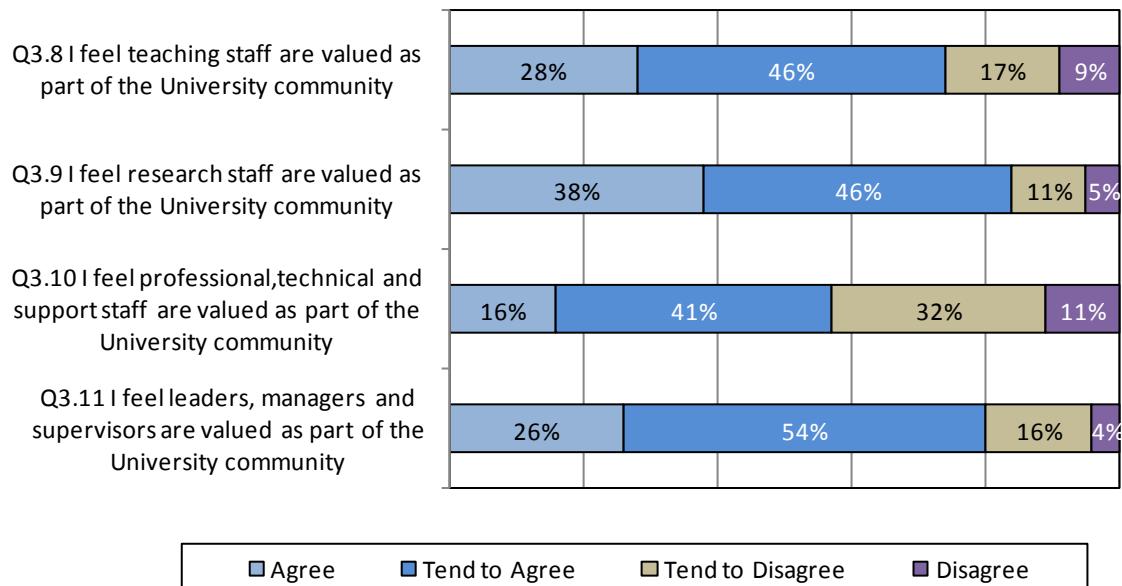
- 92% of respondents feel their department/service delivers good quality service to students/customers;
- 87% feel the University delivers good quality service to students/customers;
- 87% feel proud to work for the University.

The most negative perceptions from respondents in this question block were:

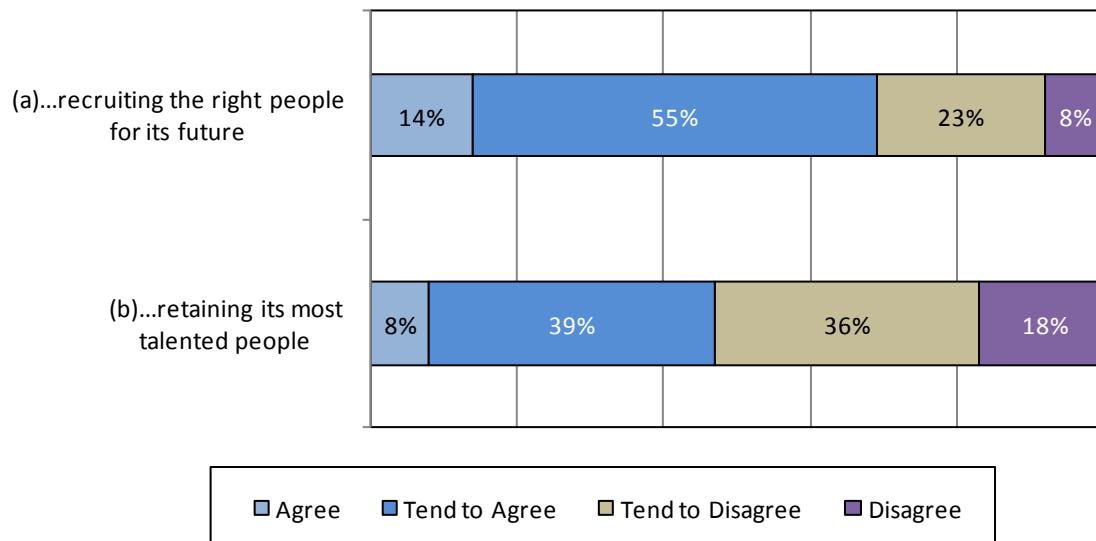
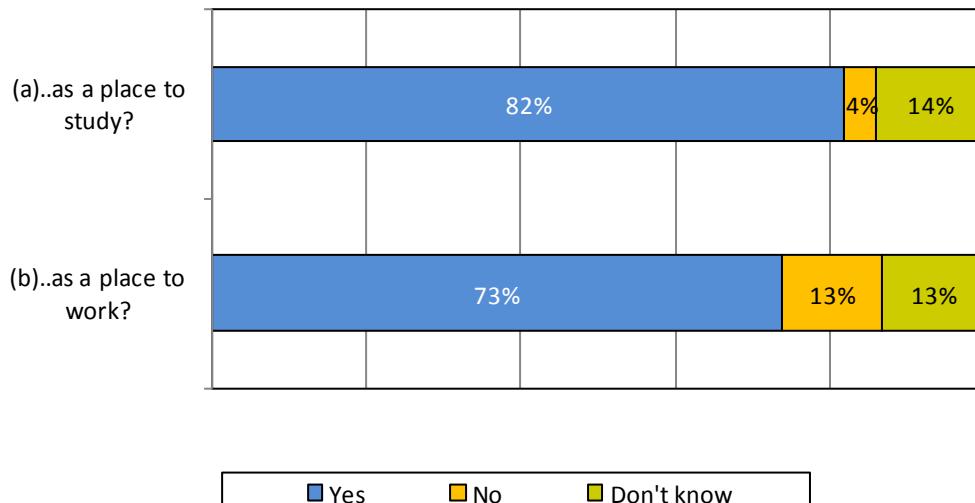
- 54% of respondents do not feel the University is doing a good job of retaining its most talented people;
- 43% do not feel professional, technical and support staff are valued as part of the University community;
- 43% do not feel the values of the University are moving in a direction they support.



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 8: University Values**Chart 9: Feeling Valued**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 10: Q3.12 I feel the University is doing a good job of:**Chart 11: Q3.13 Would you recommend the University to a friend**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 4: Leadership

University of Bath staff responded to questions relating to the University Senior Leadership Team. The full results for each question are shown in the chart below.

Leadership – Headline Results

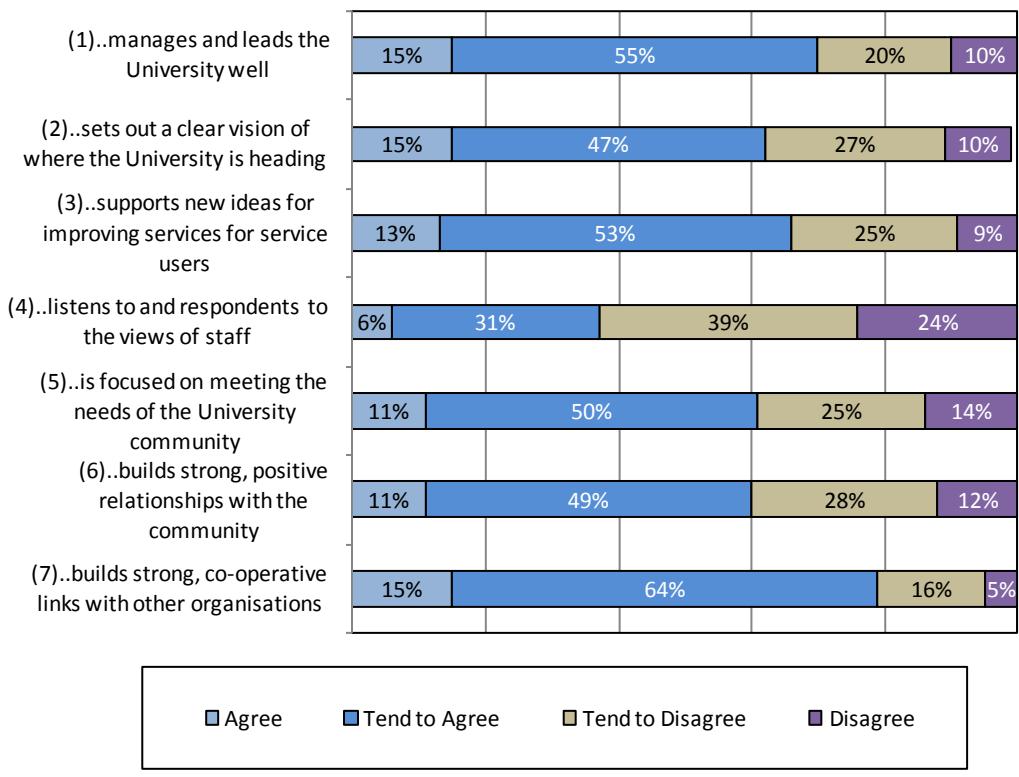
The most positive perceptions from respondents in this question block were:

- 79% of respondents said the University Senior Leadership Team, i.e. the Vice-Chancellor's Group builds strong co-operative links with other organisations, manages and leads the University well (70%) and supports new ideas for improving services for service users (66%).

The most negative perceptions from respondents in this question block were:

- 63% of respondents said the University Senior Leadership Team does not listen to and respond to the views of staff, does not build strong, positive relationships with the community (40%) and it is not focused on meeting the needs of the University community (39%).

Chart 12: Q4.1 The University Senior Leadership Team, i.e. the Vice-Chancellor's Group (the Vice-Chancellor, the Deputy Vice-Chancellor, Pro-Vice Chancellors, University Secretary, Director of Finance, Director of Policy of Planning):



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 5: My Manager/Supervisor

University of Bath staff responded to questions relating to their manager/supervisor. The full results for each question are shown in the charts on the following pages.

My Manager/Supervisor – Headline Results

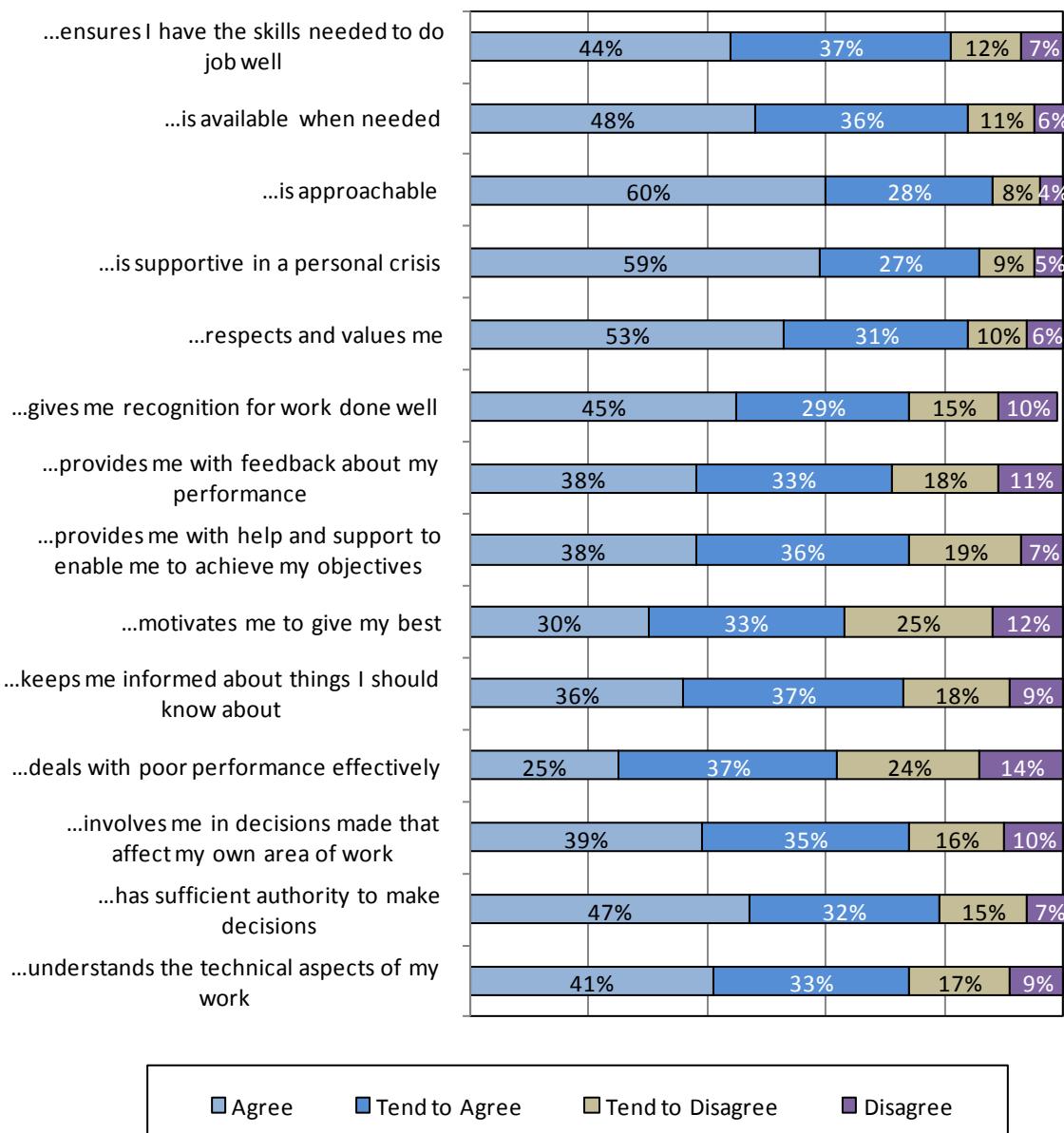
The most positive perceptions from respondents in this question block were:

- 88% said their team leader/line manager/immediate supervisor is approachable, supportive in a personal crisis (86%), respects and values them (84%), is available when needed (84%) and ensures they have the skills to be able to do their job well (81%).

The most negative perceptions from respondents in this question block were:

- 38% said their team leader/line manager/immediate supervisor does not deal with poor performance effectively, does not help to motivate them to give their best (37%) and does not provide them with feedback about their performance (29%).

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 13: Q5.1 My team leader/line manager/immediate supervisor:

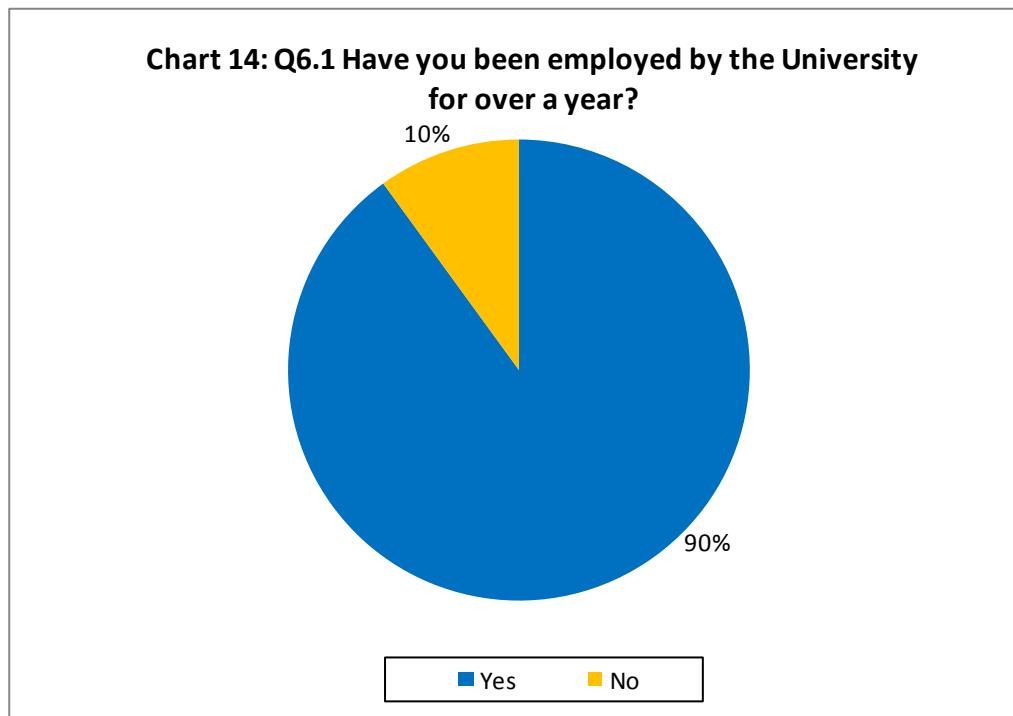
QUESTION BLOCK 6: Staff Development and Performance Review (SDPR)/ Appraisal

University of Bath staff responded to questions relating to staff development and performance review (SDPR)/appraisal. The full results for each question are shown in the chart below.

Staff Development and Performance Review (SDPR)/ Appraisal – Headline Results

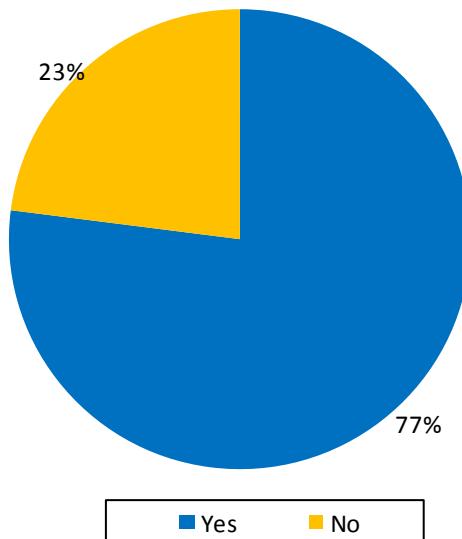
The key perceptions from respondents in this question block were:

- 77% of respondents who had been employed by the University for over a year said they have had an individual SDPR/appraisal in the last 12 months;
- 65% of those respondents who have had an appraisal in the last 12 months said their SDPR/appraisal was useful for them and 85% said they have agreed clear objectives as part of their SDPR/appraisal.

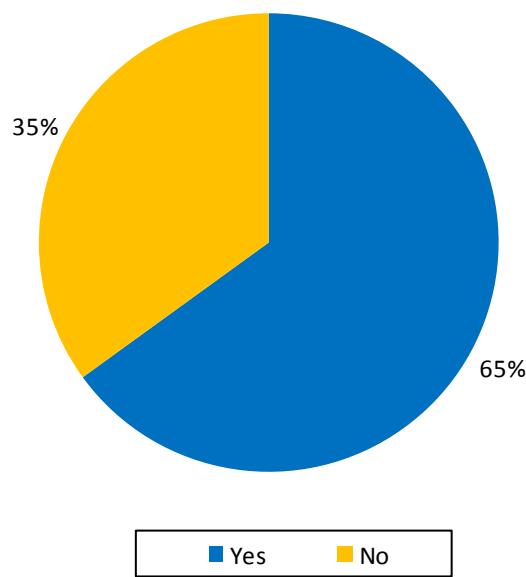


[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 15: Q6.2 Have you had an individual SDPR/appraisal in the last 12 months?



**Chart 16: Q6.3 Was your SDPR/appraisal useful for you?
(Based on respondents who said 'Yes' to Q6.2)**



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 17: Q6.4 Did you agree clear objectives as part of your SDPR/appraisal?
(Based on respondents who said 'Yes' to Q6.2)

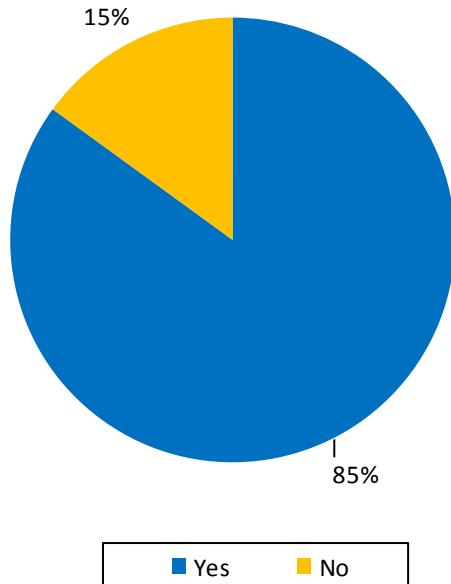
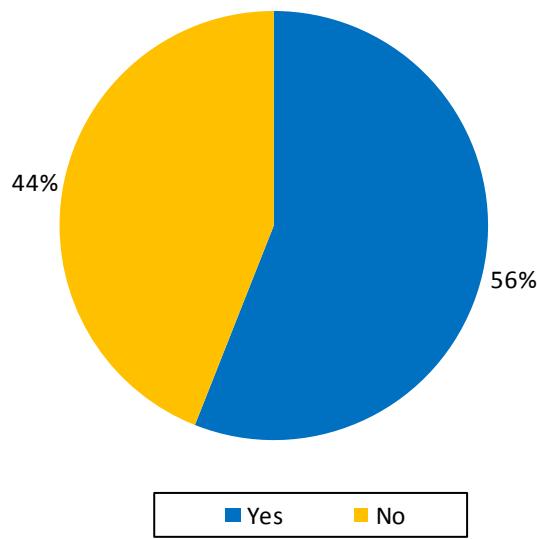


Chart 18: Q6.5 Did the SDPR/appraisal leave you feeling your work is valued by the University (Based on respondents who said 'Yes' to Q6.2)



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 19: Q6.6 As part of your SDPR/appraisal, did you identify training, learning and development needs?
(Based on respondents who said 'Yes' to Q6.2)

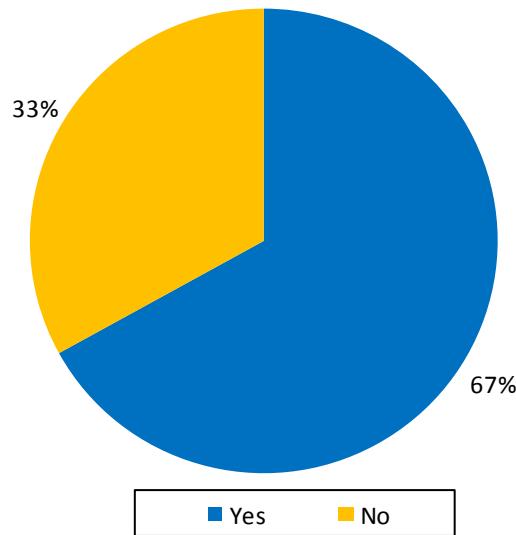
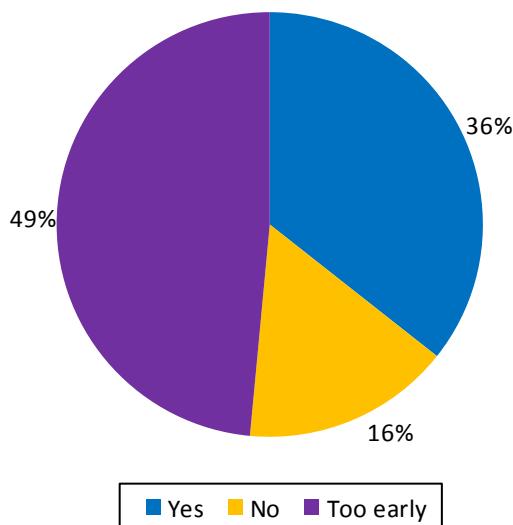
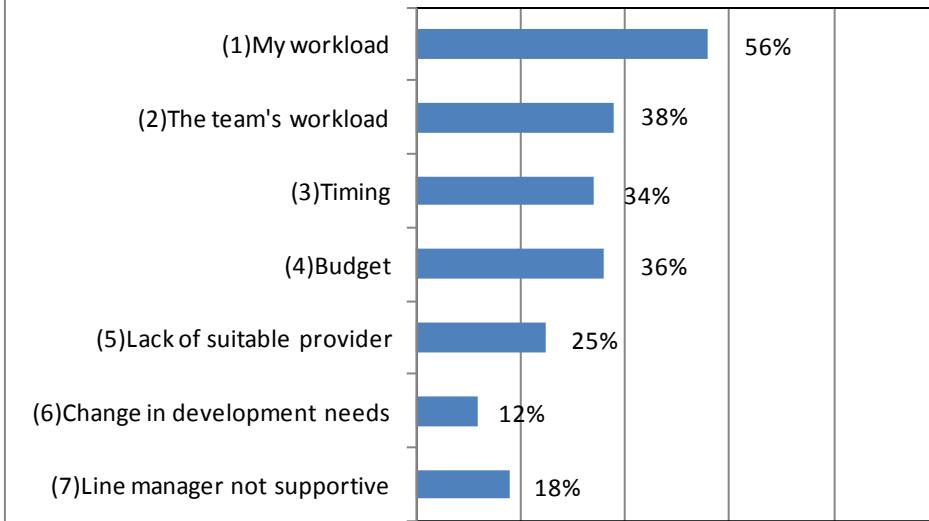


Chart 20: Q6.7 Have you received the training, learning and development to meet then needs which were indentified?
(Based on respondents who said 'Yes' to Q6.6)



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 21: Q6.8 Why have you not received the training, learning and development?
(Based on respondents who said 'No' to Q6.7)



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 7: Learning and Development

University of Bath staff responded to questions relating to learning and development. The full results for each question are shown in the chart below.

Learning and Development – Headline Results

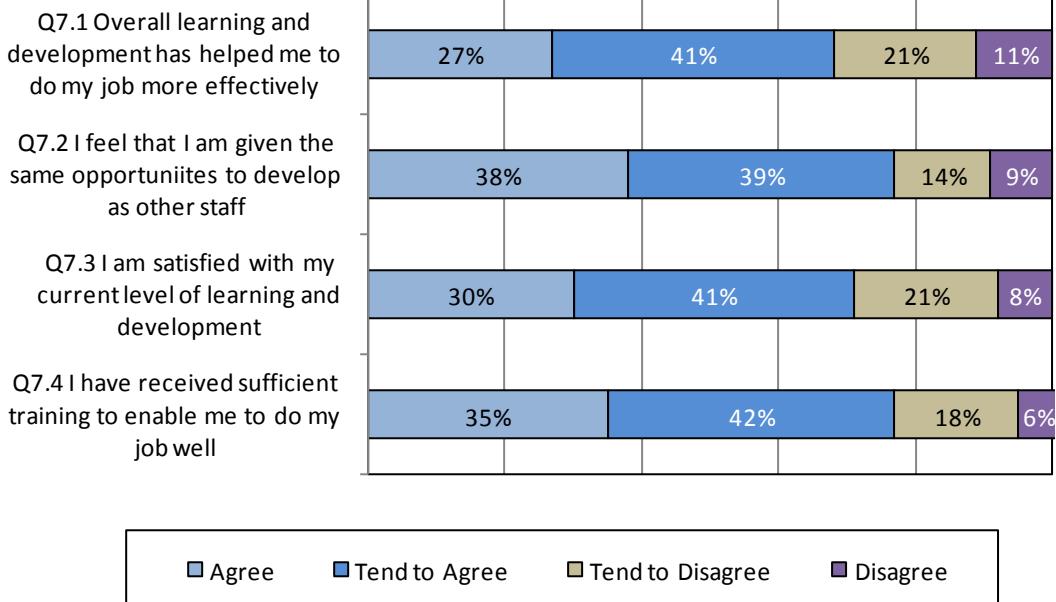
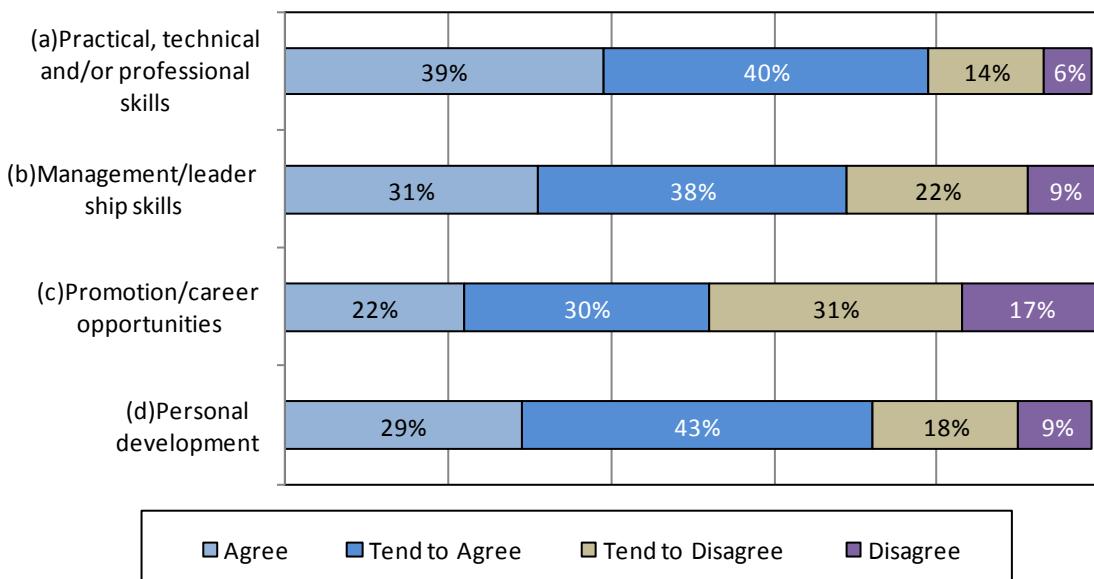
The most positive perceptions from respondents in this question block were:

- 77% of respondents feel they are given the same opportunities to develop as other staff;
- 77% said they have received sufficient training to enable them to do their job well and 71% said they are satisfied with their current level of learning and development
- 79% said they are able to access learning and development opportunities (even if they don't take them up) that further improve their practical, technical and/or professional skills, and their personal development (72%).

The most positive perceptions from respondents in this question block were:

- 48% of respondents do not feel they are able to access learning and development opportunities (even if they don't take them up) that further improve their promotion/career opportunities, and management and leadership skills (31%);
- 39% have not taken part in any type of training, learning or development paid for or provided by the University in the past 12 months;
- 33% have not had an induction to the University;
- 32% said overall learning and development has not helped them to do their job more effectively.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 22: Learning and Development**Chart 23: Q7.5 I am able to access learning and development opportunities (even if I don't take them up) that further improve my:**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 24: Q7.6 In the past 12 months, have you taken part in any type of training, learning or development paid for or provided by the University?

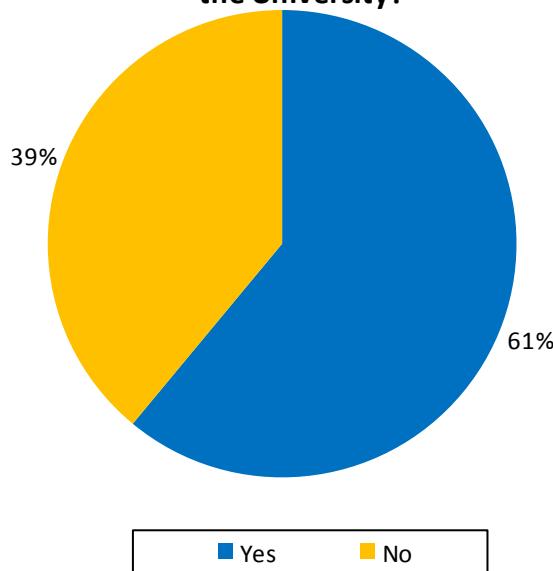
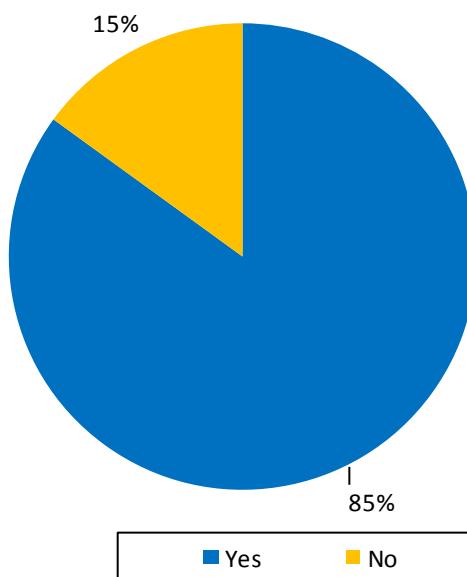


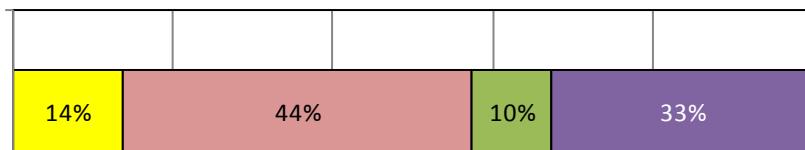
Chart 25: Q7.7 If you have taken part in any type of training, learning or development paid for or provided by the University, have you had the opportunity to put your new skills/knowledge into use? (Based on respondents who said 'Yes' to Q76)



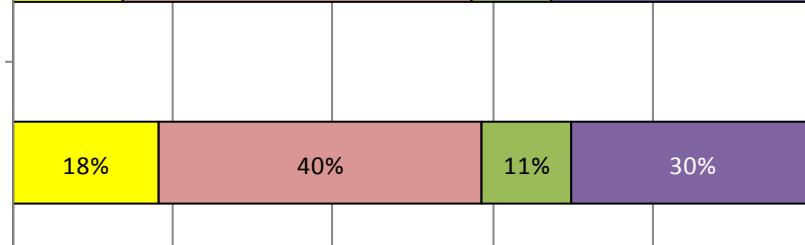
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 26: Induction to the University

Q7.8 How satisfied were you with your induction to the University?



Q7.9 How satisfied were you with your induction to your department/service area?



■ Very satisfied ■ Satisfied ■ Not satisfied ■ Didn't have an induction

Note: The questions on induction were restricted to staff joining the University in the last 12 months. However the number of staff answering these questions is not consistent with the number of staff responding that they have not been employed by the University for over a year in question 6.1.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 8: Pay and Conditions

University of Bath staff responded to questions relating to pay and conditions. The full results for each question are shown in the chart below.

Pay and Conditions – Headline Results

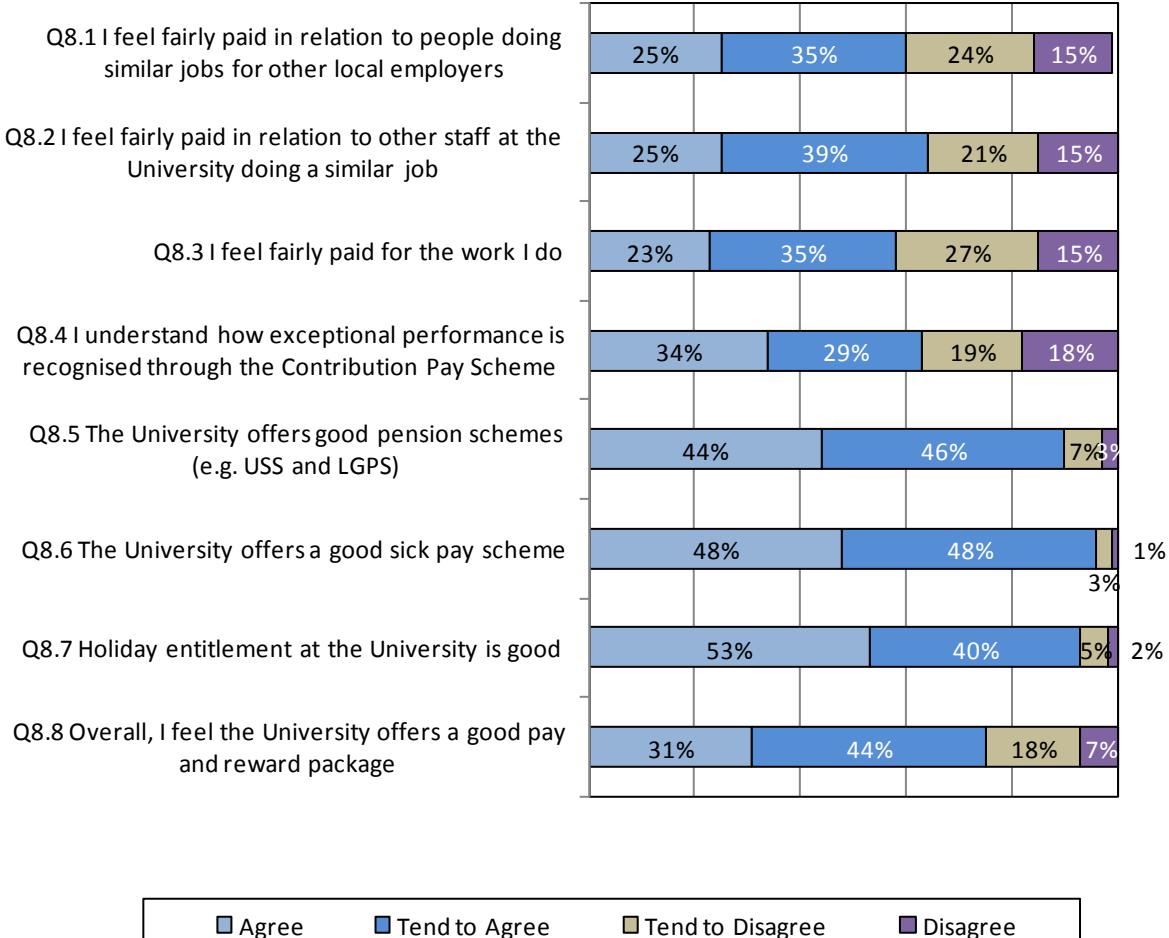
The most positive perceptions from respondents in this question block were:

- 96% of respondents said the University offers a good sick pay scheme;
- 93% said holiday entitlement at the University is good;
- 90% said the University offers good pension scheme (e.g. USS and LGPS).

The most negative perceptions from respondents in this question block were:

- 42% of respondents said they do not feel fairly paid for the work they do;
- 39% said they do not feel fairly paid in relation to people doing similar jobs for other local employers;
- 37% said they do not understand how exceptional performance is recognised through the Contribution Pay Scheme.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 27: Pay and Conditions

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 9: Work Environment

University of Bath staff responded to questions relating to their work environment. The full results for each question are shown in the charts on the following pages.

Work Environment – Headline Results

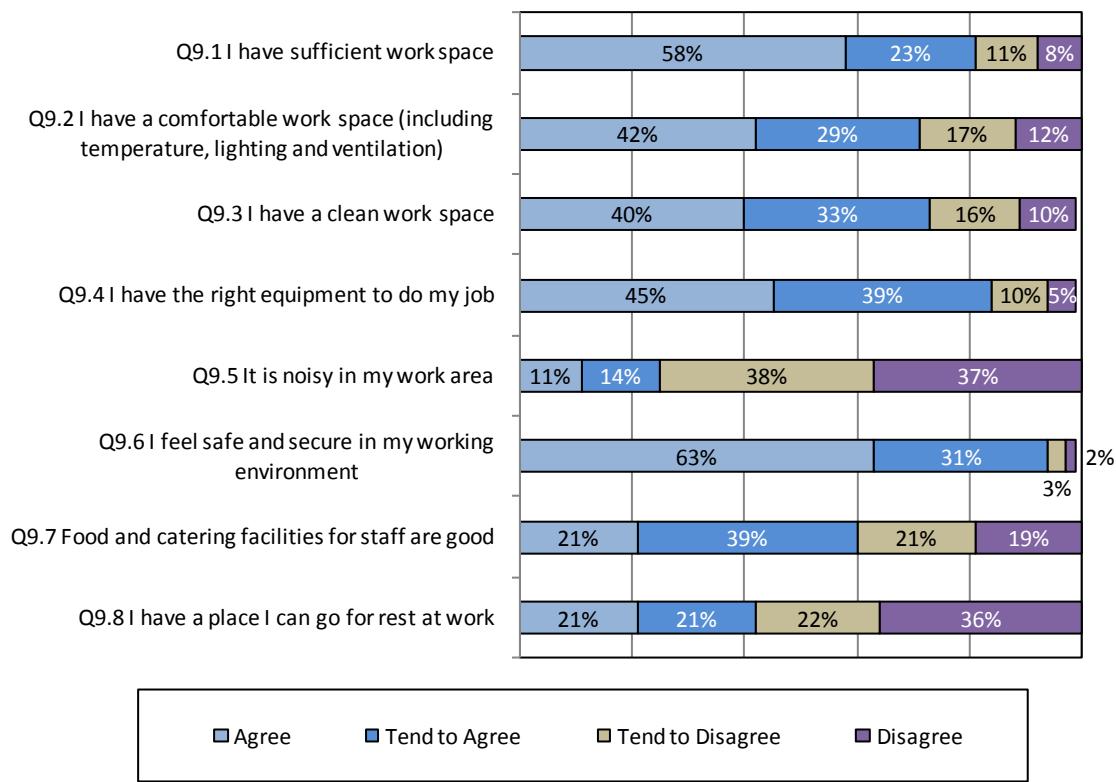
The most positive from respondents in this question block were:

- 94% of respondents said they feel safe and secure in their working environment;
- 84% said they have the right equipment to do their job;
- 81% said they have sufficient work space.

The most positive from respondents in this question block were:

- 58% of respondents said they do not have a place they can go for rest at work;
- 40% of respondents said food and catering facilities for staff are not good;
- 29% do not have a comfortable work space.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 28: Work Environment

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

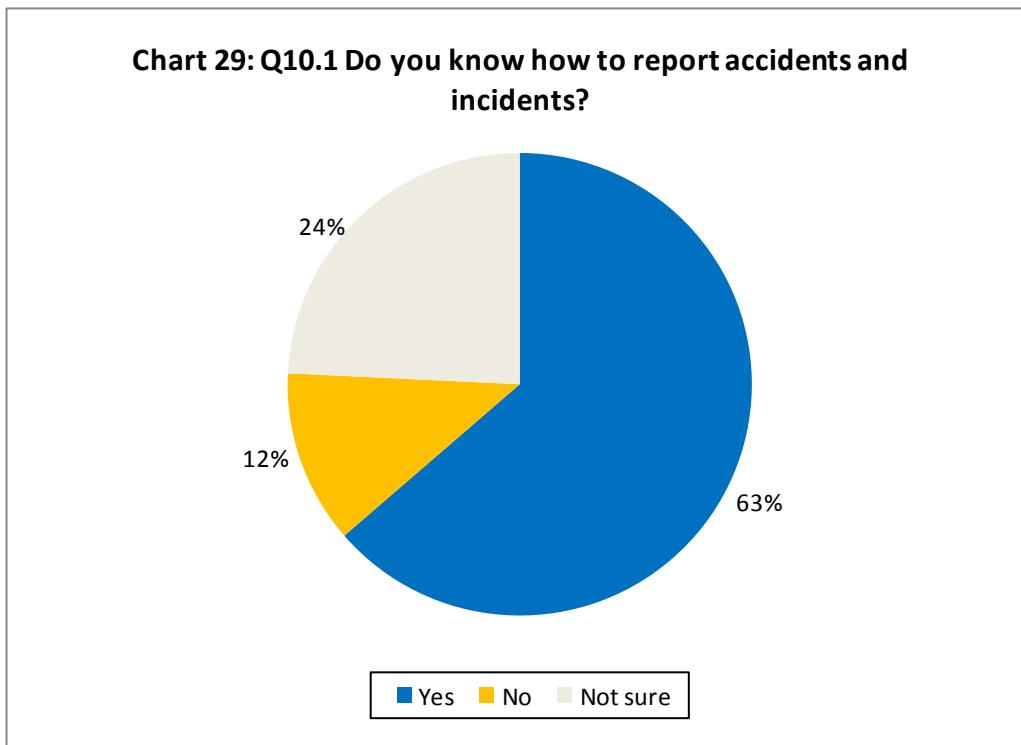
QUESTION BLOCK 10: Health, Safety and Welfare

University of Bath staff responded to a questions relating to health, safety and welfare. The results are shown in the chart below.

Health, Safety and Welfare – Headline Results

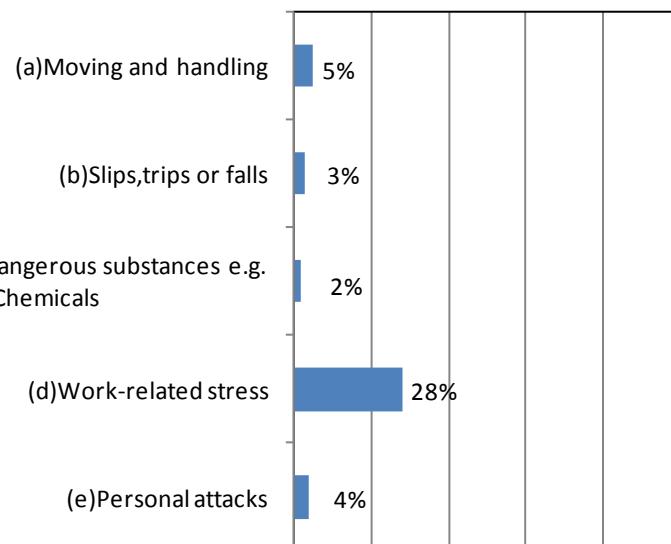
The key perceptions from respondents in this question block were:

- 28% said during the last 12 months that have been injured or felt unwell as a result of work-related stress;
- 77% said they know to get information on Health and Safety training at the University.
- 89% of respondents said they are satisfied their personal safety is treated seriously at work.



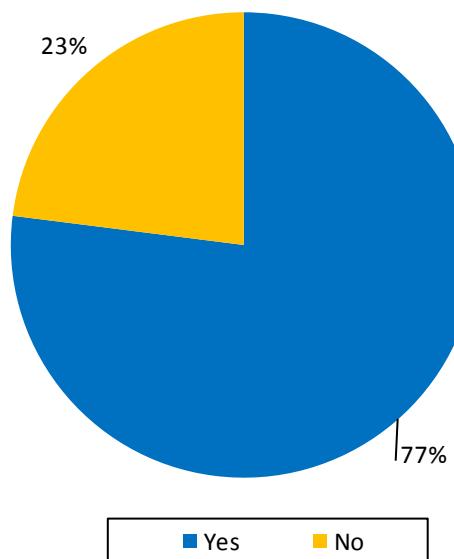
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 30: Q10.2 During the last 12 months have you been injured or felt unwell as a result of the following problems at work?



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

Chart 31: Q10.3 Do you know how to get information on Health and Safety training at University?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 32: Q10.4 I feel the University is interested in my wellbeing

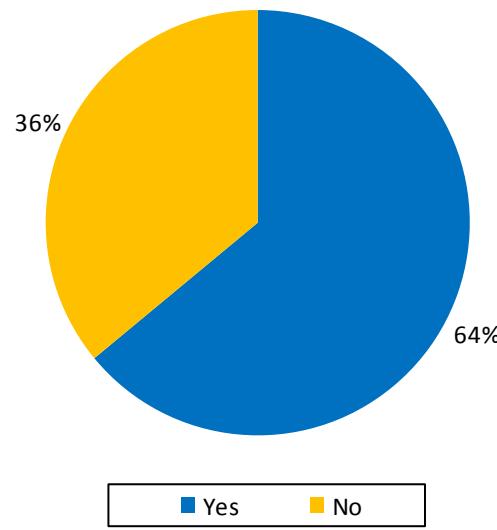
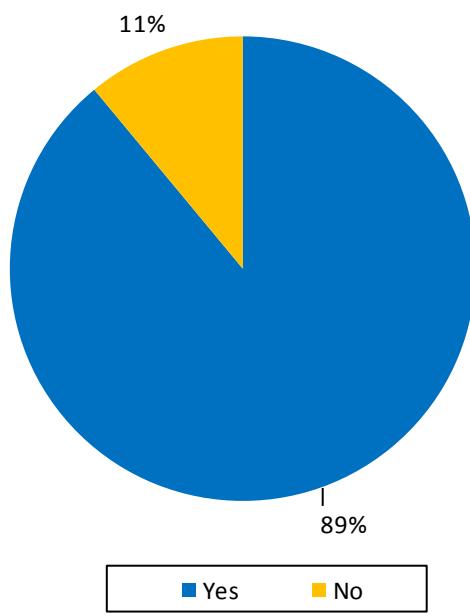


Chart 33: 10.5 I am satisfied that my personal safety is treated seriously at work



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 11: Your Work Experiences

University of Bath staff responded to questions relating to their work experiences. The full results for each question are shown in the chart below.

Your Work Experiences – Headline Results

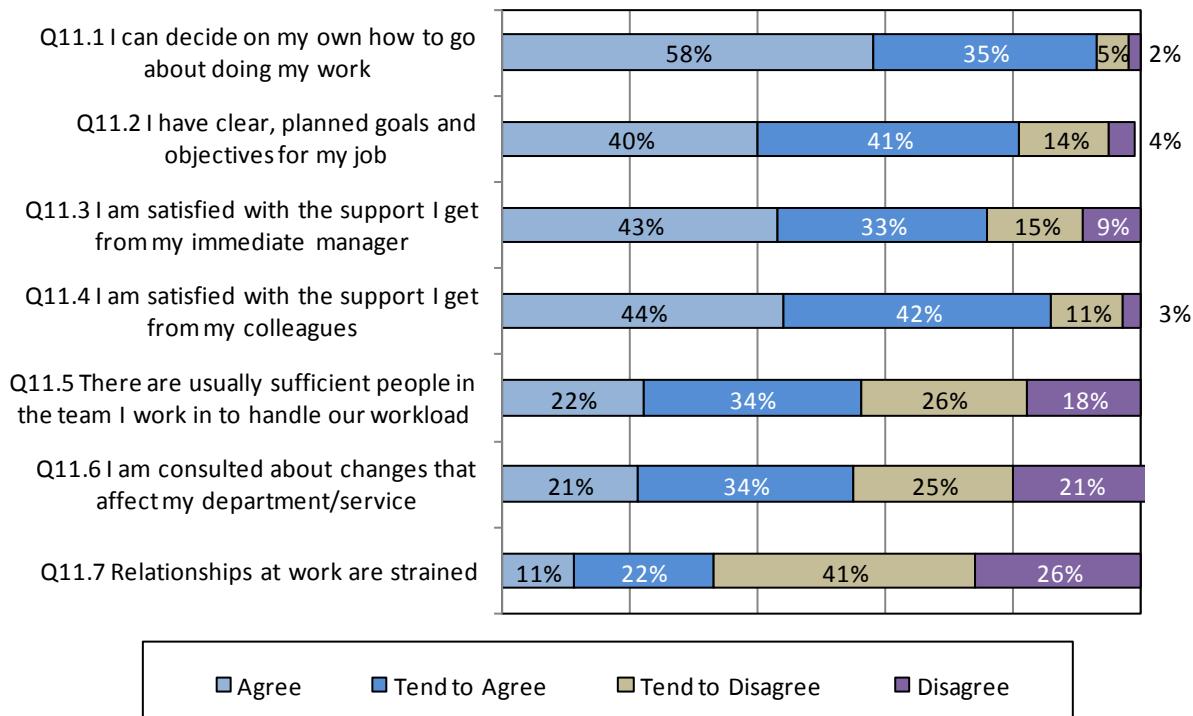
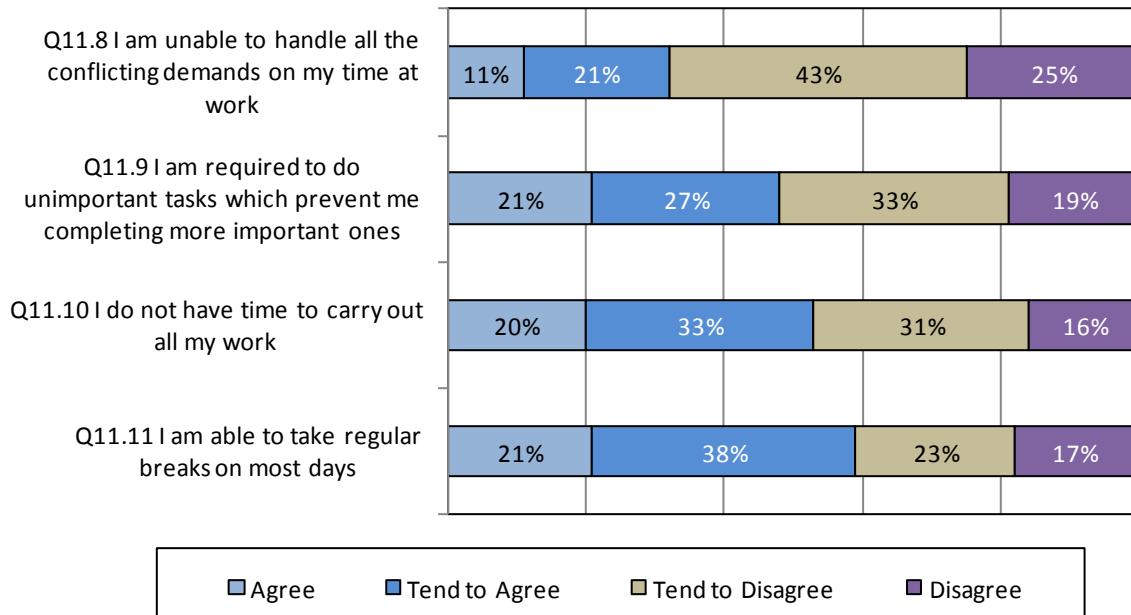
The most positive perceptions from respondents in this question block were:

- 93% of respondents said they can decide on their own how to go about doing their work;
- 86% said they are satisfied with the support they get from their work colleagues;
- 81% said they have clear, planned goals and objectives for their job;
- 76% said they are satisfied with the support they get from their immediate manager.

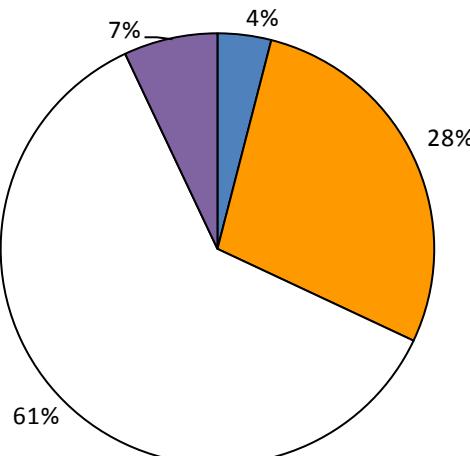
The most negative perceptions from respondents in this question block were:

- 53% said they do not have time to carry out all their work;
- 48% are required to do unimportant tasks which prevent them completing more important ones;
- 46% of respondents said they are not consulted about changes that affect their department/service;
- 40% said they are not able to take regular breaks on most days;
- 44% said they are not usually sufficient people in the team they work in to handle their workload;
- 28% said overall, they feel unduly stressed at work. Of these respondents 75% said their stress was related to work demands and their workload (70%).

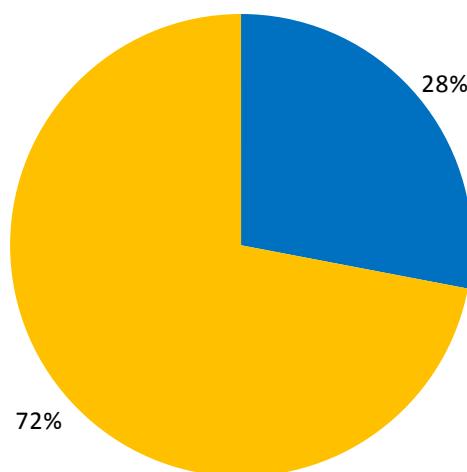
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 34: Work Experiences**Chart 35: Workload**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

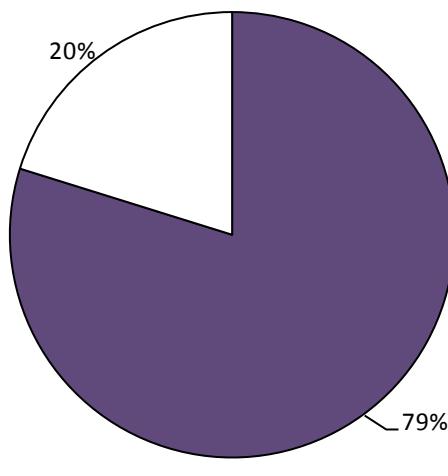
Chart 36: Q11.12 I feel stressed at work:

■ Always ■ Frequently ■ Occasionally ■ Never

Chart 37: Q11.13 Overall, I feel unduly stressed at work:

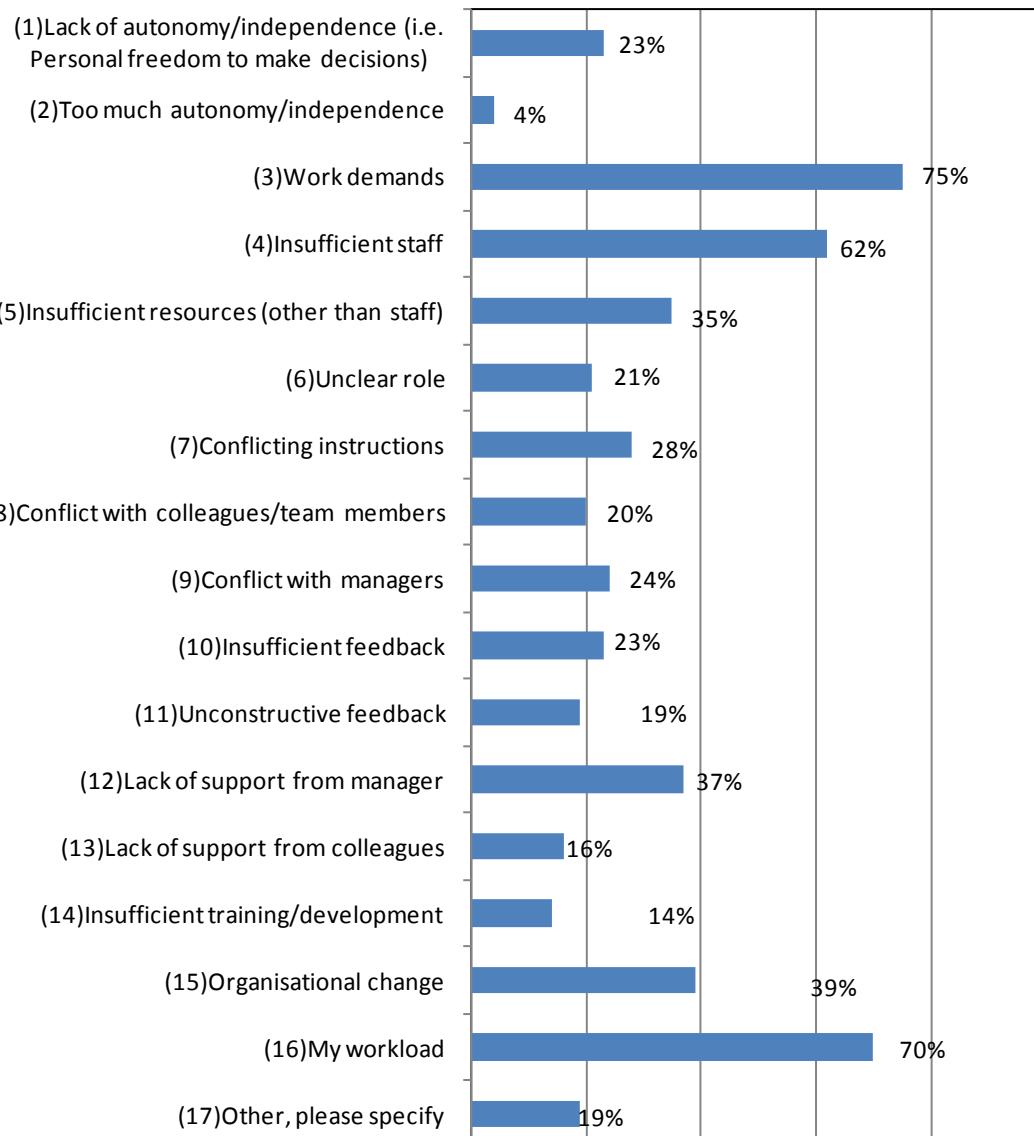
■ Yes ■ No

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 38: Q11.14 Is this due to:

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 39: Q11.15 If your stress is related to work or both, what do you feel this is due to? (Based on respondents who said 'work' or 'both' to Q11.14)



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 11.15 Respondents were asked to comment on other sources of stress. Comments included the following:

Comments	Number of responses
Too much admin/bureaucracy	6
Lack of opportunity to progress	3
Job insecurity	3
Poor senior management/management	3
Low morale in department	2
Student- staff ratio	2
Child care issues	2
Poor levels of collaboration/ lack of support from other departments	2
Poor communication with senior management	1
Uncertainty in the HE sector	1
Failed research grants	1
Too much change	1
Manager not around/available	1
Lack of appreciation	1
Pressure	1
Changes made without consultation	1
Pressure to do research	1
Lack of a coherent strategy at any level of the Uni	1
Lack of cooperation from colleagues	1
Lack of clear roles and responsibilities for everyone	1
Lengthy HR procedures, dealing with poorly performing staff	1
Micromanagement	1
Processes rushed through	1
Conflicting demands	1
Lack of educational direction from the University's senior management	1
Recent re-organisation of admin support	1
Constant monotonous tasks which are beneath my skills level	1
Corrupt institution	1
Language barriers	1
Managers having favourites	1
Having to do unpaid work	1
Too long terms	1
Salary is poor	1
Lack of investigation into complaint about colleague	1
Lack of authority over staff	1
Unsocial hours	1
Illness	1
Difficult to juggle teaching, research and admin	1
Lack of information	1
Lack of involvement in major decisions affecting me	1
Students are incredibly rude to me	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Management structures	1
The University is continuously centralising controls	1
Unfair deadlines	1

**Chart 40: Q11.16 Have you reported feeling stressed?
(Based on respondents who said 'Yes' to Q11.13)**

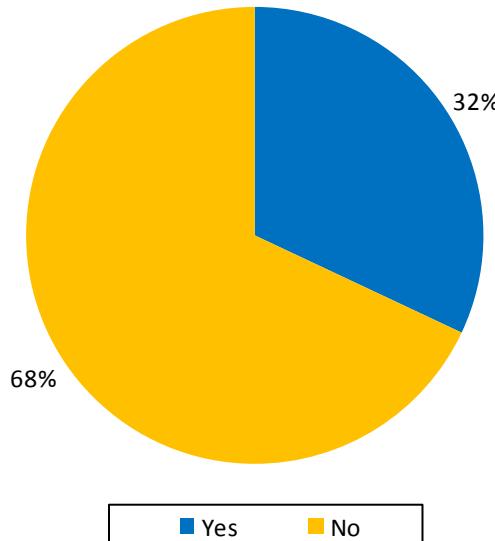
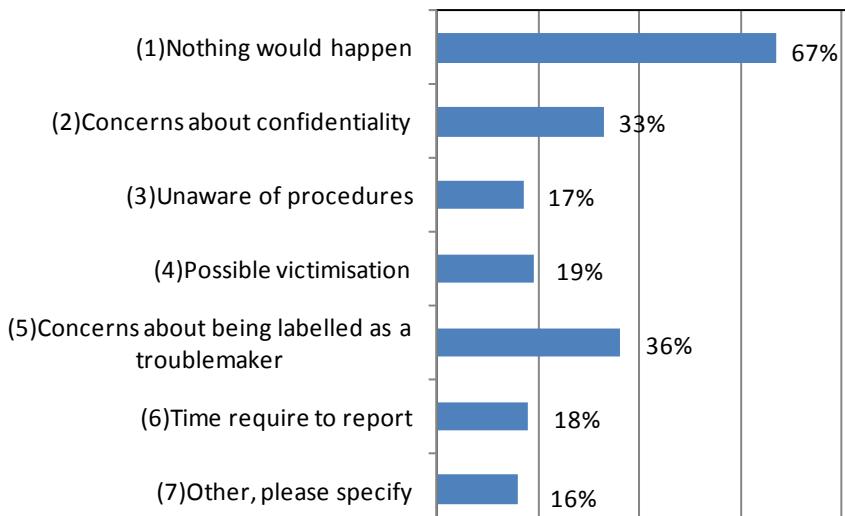


Chart 41: Q11.17 If not, why was this? (Based on respondents who said 'No' to Q11.16)



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 11.17 Respondents were asked why they had not reported feeling stressed. Comments included the following:

Comments	Number of responses
Everyone is in the same position	8
Manage the stress myself	5
Being considered not capable for the role	3
Affect promotional chances	3
Stress is small	3
Part of my role	3
It is very rare that I am stressed	1
Pay and responsibility makes up for the stress	1
Would feel embarrassed	1
Put my employment at risk	1
Stress is not always negative	1
Stress levels vary	1
Due to illness	1
Would find the process too stressful	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 12: Harassment and Bullying

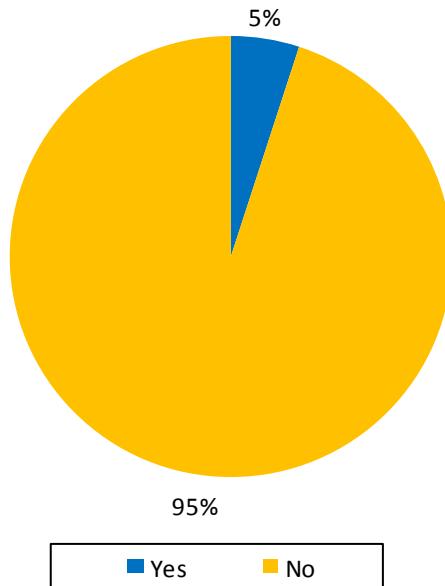
University of Bath staff responded to questions relating to harassment and bullying. The full results for each question are shown in the charts on the following pages.

Harassment and Bullying – Headline Results

The key perceptions from respondents in this question block were:

- 5% or 67 respondents said at the time of the survey they were being harassed or bullied at work, of these respondents 64% said the source is a manager and 64% said the harassment and bullying takes the form of excessive criticism.
- Of those respondents who said they were being harassed or bullied at the time of the survey, 52% said they have not reported it and 69% said this is because nothing would happen.

Chart 42: Q12.1 Are you currently being harassed or bullied at work?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 43: Q12.2 If yes, who is the source? (Based on respondents who said 'Yes' to Q12.1)

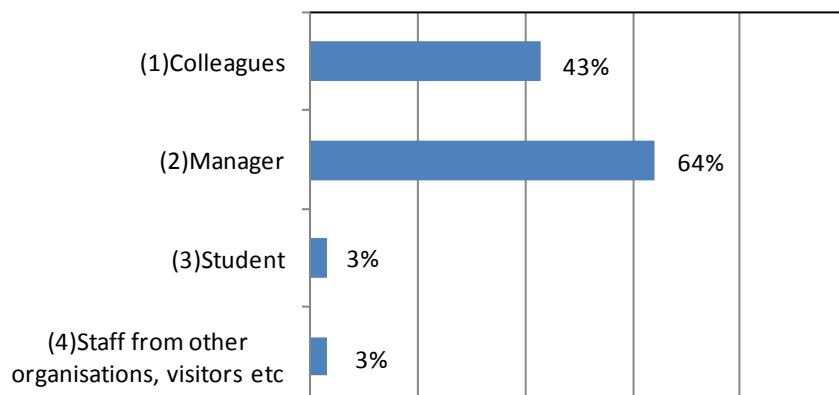
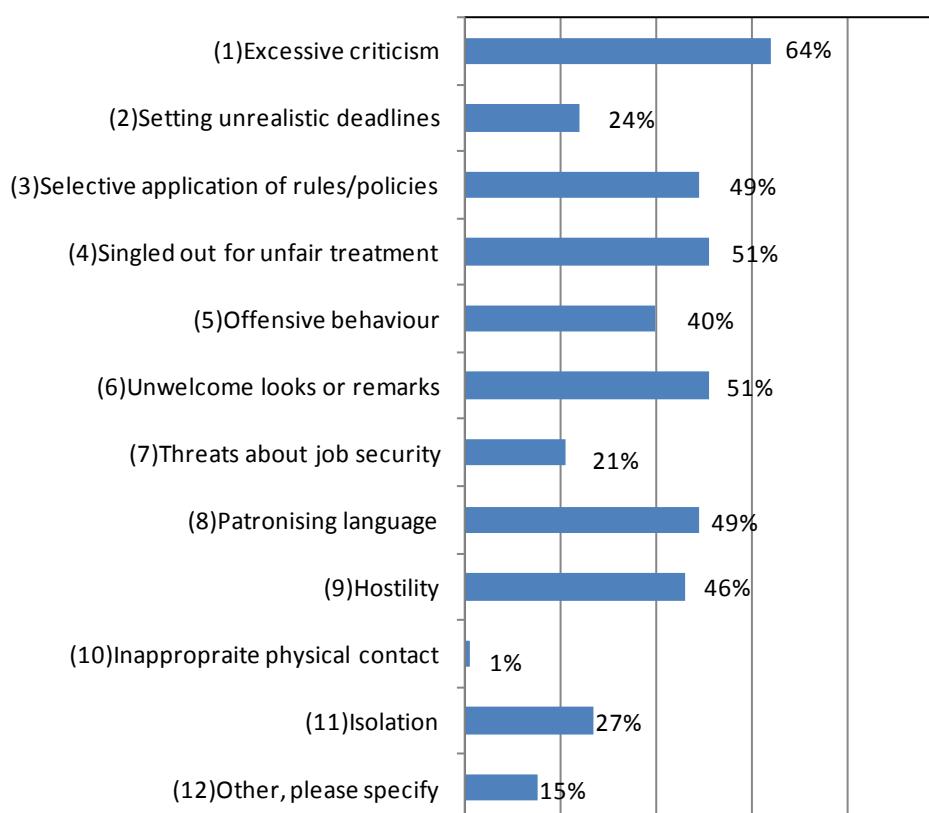


Chart 44: Q12.3 What form does this harassment and bullying take? (Based on respondents who said 'Yes' to Q12.1)

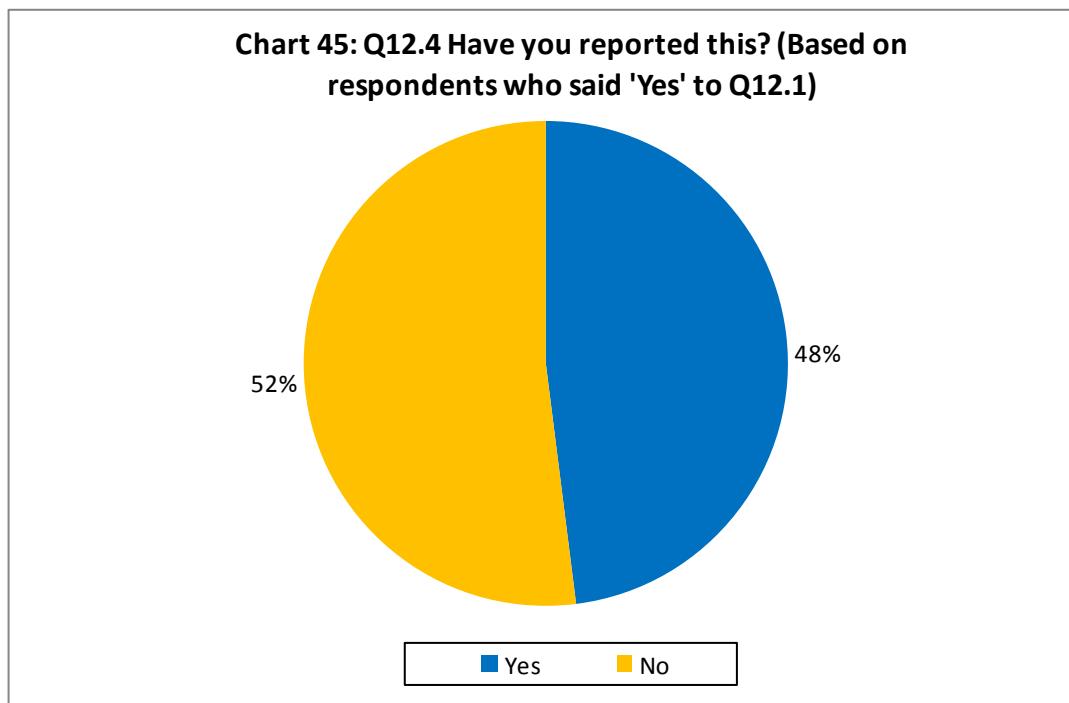


Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

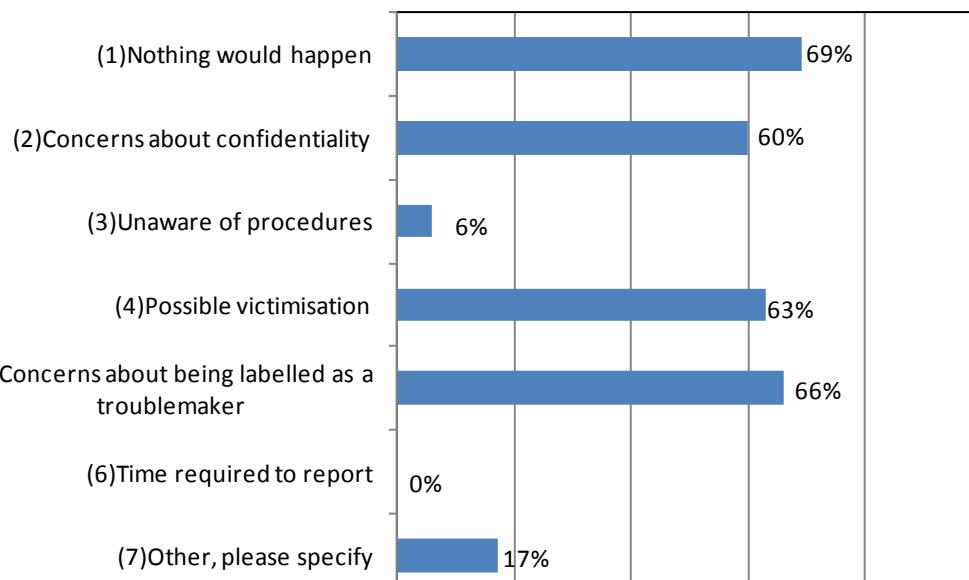
Question 12.3 Respondents were asked to state any other forms the harassment and bullying took. Comments included the following:

Comments	Number of responses
A colleague at a lower level, trying to manage me	1
Being watched and scrutinised all the time	1
Conflicting instructions	1
Hostility over certain issues	1
Supervision of students is belittled	1
Inappropriate comments	1
Passive aggressive behaviour	1
Not being listened to	1
Possible racism	1
Pressure to take on duties which are not within my role	1
Taking credit for work which I have done	1
Unconstructive and unrealistic feedback	1



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 46: Q12.5 If not, why is this? (Based on respondents who said 'No' to Q12.4)



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

Question 12.5 Respondents were asked why they had not reported the harassment and bullying. Comments included the following:

Comments	Number of responses
Would result in further upset for me	2
Reported in the past and no improvement	1
Would affect my probationary review	1
Contract finishes soon	1
No one to report to	1
Would affect my career	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 13: Diversity and Equality

University of Bath staff responded to questions relating to diversity and equality. The full results for each question are shown in the charts on the following pages.

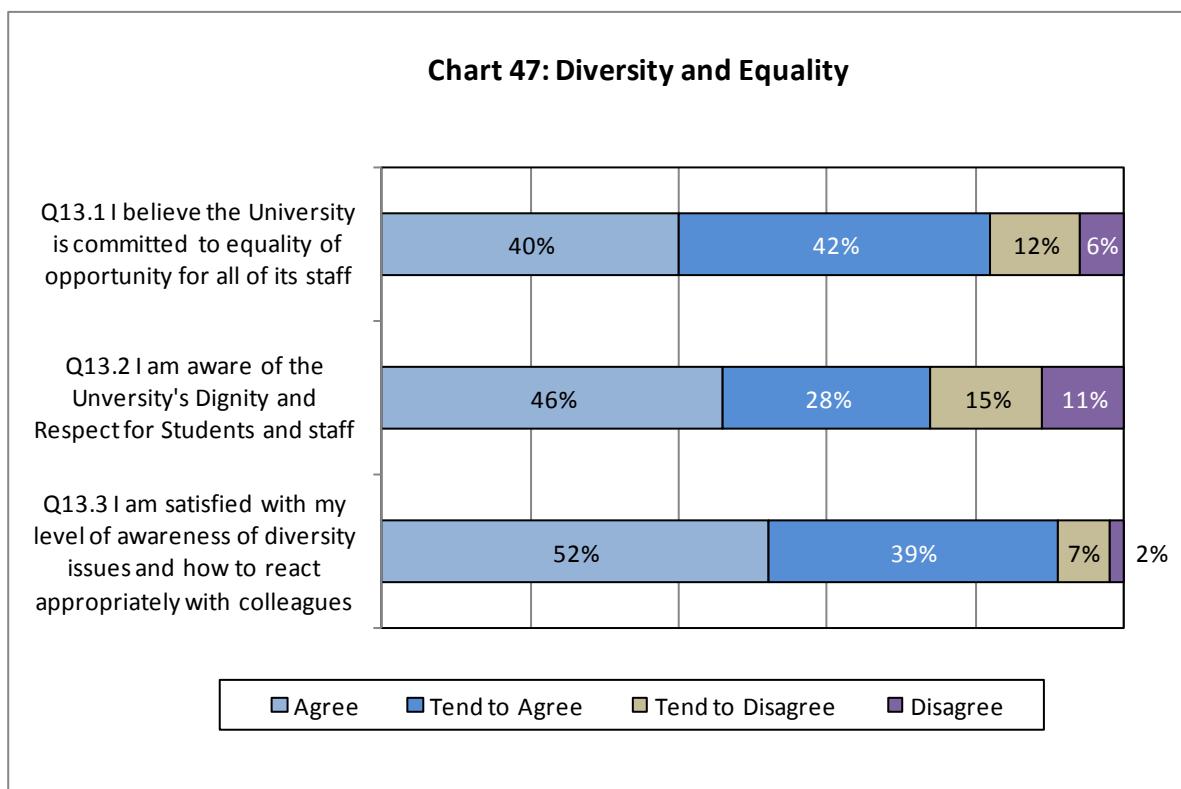
Diversity and Equality – Headline Results

The most positive perceptions from this question block were:

- 94% of respondents said they feel the University acts fairly regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment;
- 91% said they are satisfied with the level of awareness or diversity issues and how to react appropriately with colleagues;
- 98% said the University respects equally people irrespective of their transgender status, people of different sexual orientation (98%), people of different religions or none (97%), people of different nationality/ethnicity (96%), people who are disabled and not disabled (94%), people of different genders (91%) and people of different ages (89%).

The most negative perceptions from this question block were:

- 10% or 146 respondents said they have felt discriminated against in their work at the University in the last 12 months, of these respondents 45% said this was because of their role/level in the University.



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 48: Q13.4 I feel the University acts fairly regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to:

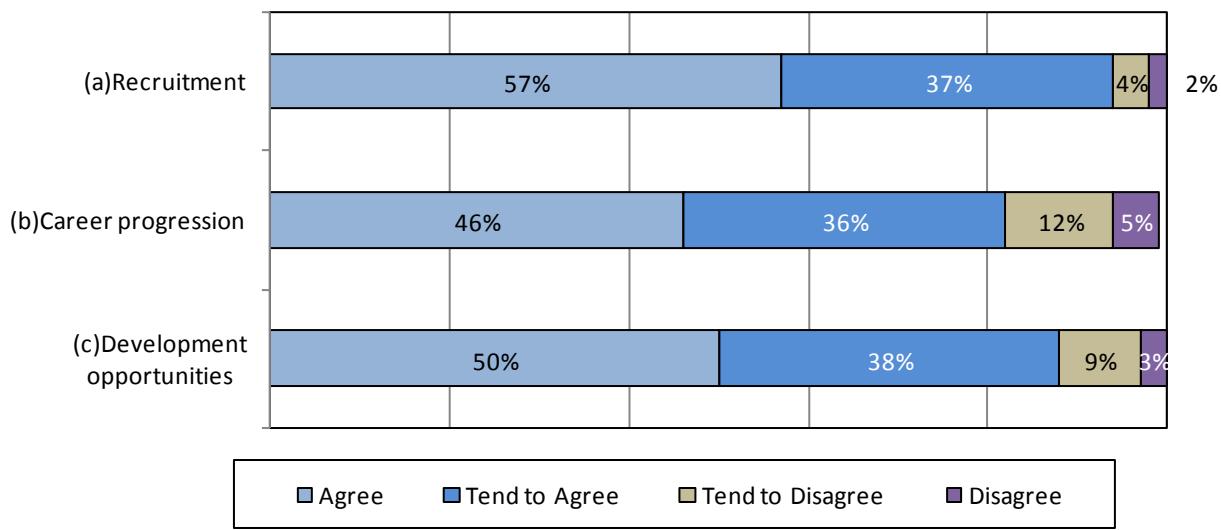
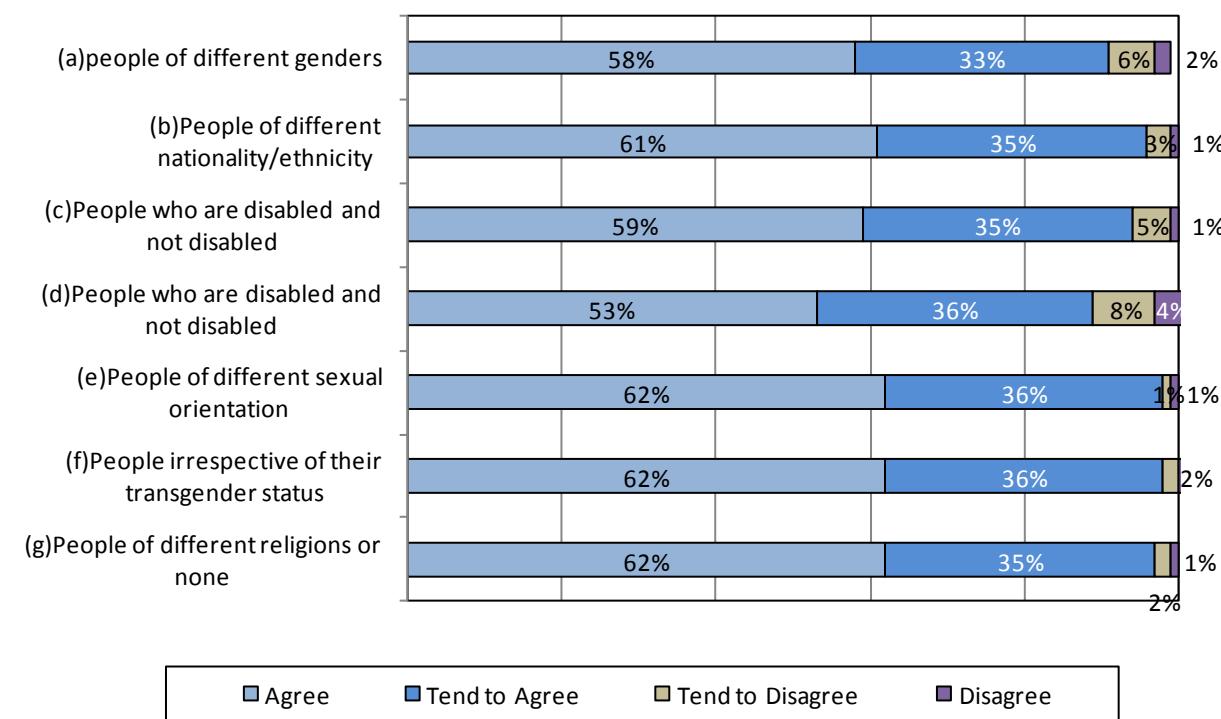


Chart 49: Q13.5 The University respects equally:



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 50: Q13.6 Have you felt discriminated against in your work at the University in the last 12 months?

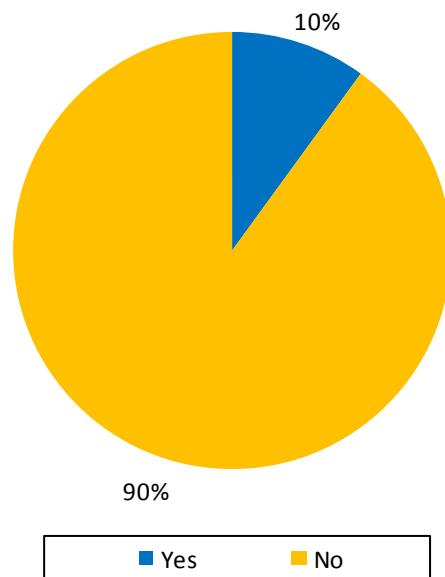
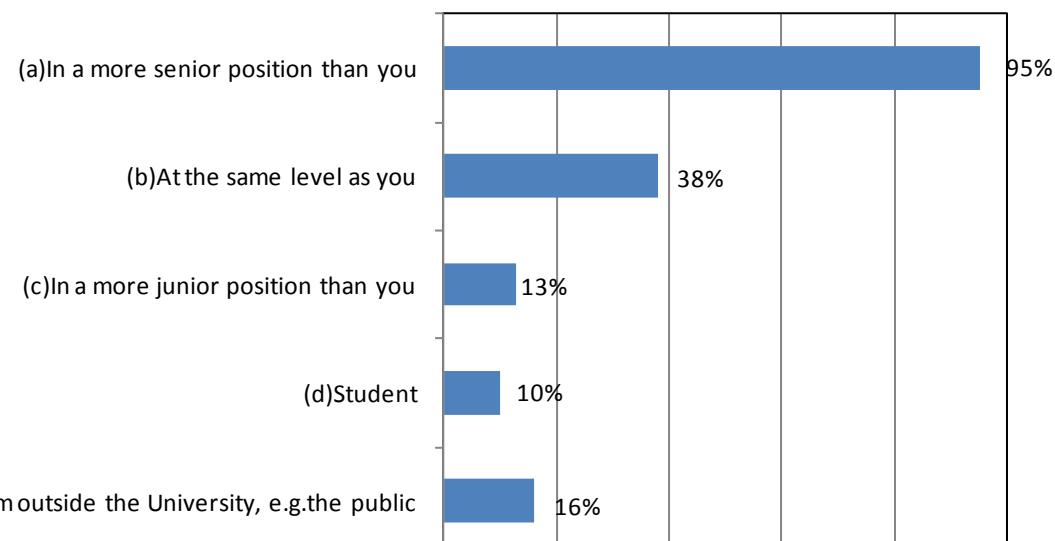


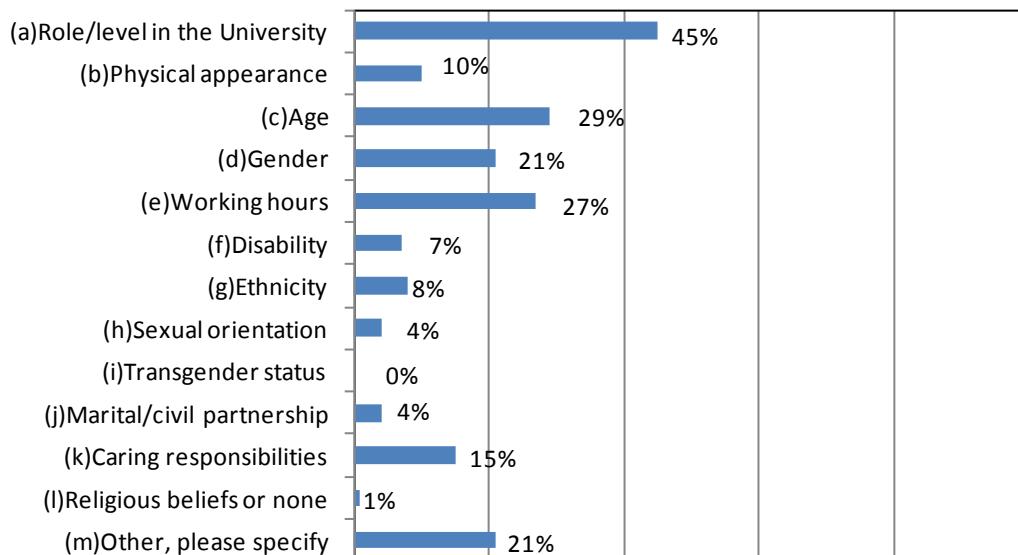
Chart 51: Q13.7 If yes, was the person responsible: (Based on respondents who said 'Yes' to Q13.6)



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 52: Q13.8 In the past 12 months I have felt discriminated against at work because of my:



Question 13.8 Respondents were asked to state any other grounds for being discriminated against. Comments included the following:

Comments	Number of responses
Parental status	4
Area of work	1
Lack of understanding of role	1
Others' insecurities and issues	1
Other people allowed to get away with anything	1
Envy	1
Ethical beliefs	1
Failure to respect experience	1
Contract	1
Cronyism	1
Professional background	1
Personality	1
Political views	1
I don't know why	1
Source of funding	1
Shift patterns	1
Trade Union activity	1
Staffing levels	1
Paid less	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Micro- management culture	1
Rift/clash with managers	1

**Chart 53: Q13.9 Have you reported this discrimination?
(Based on respondents who said 'Yes' to Q13.6)**

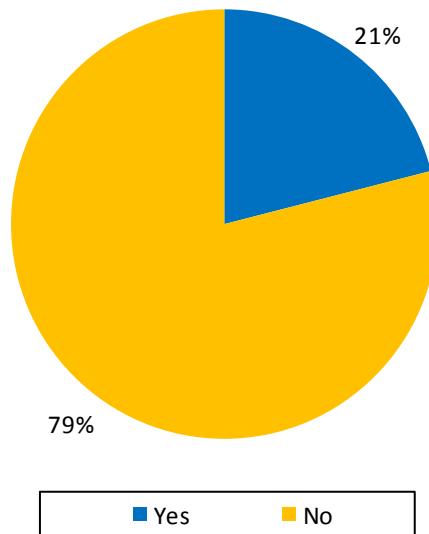
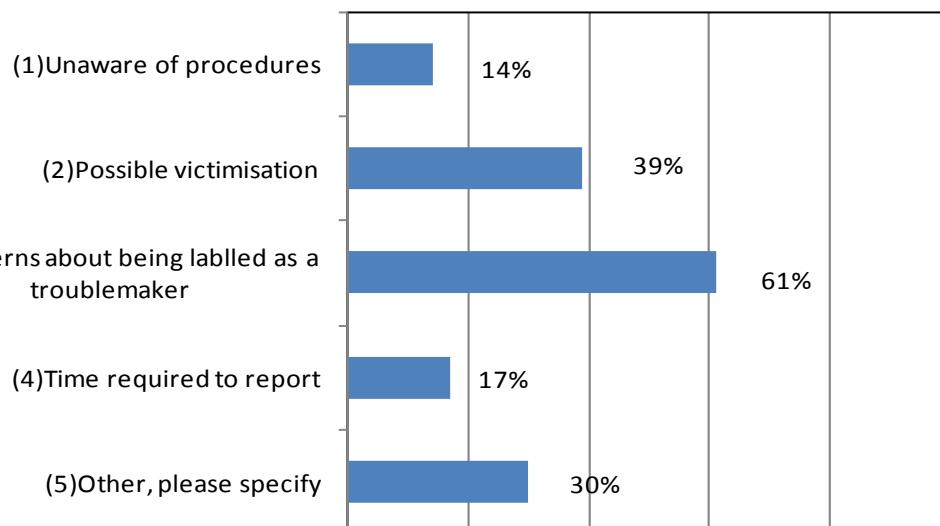


Chart 54: Q13.10 If not, why was this? (Based on respondents who said 'No' to Q13.9)



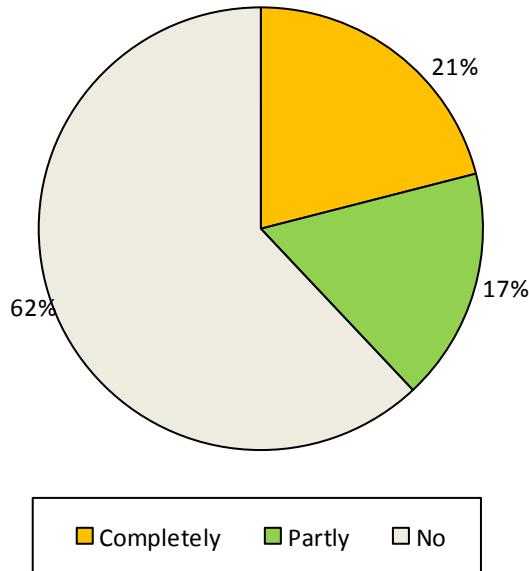
Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 13.10 Respondents were asked to state any other reasons why they had not reported this discrimination. Comments included the following:

Comments	Number of responses
Nothing would happen	14
I have in the past but not satisfied with result	3
Discrimination subtle, not overt	3
Easier to ignore than start a process	2
Reporting would not solve the problem	2
Not serious enough	2
Current situation - under appeal	1
Hierarchies are deeply embedded in academia	1
HR would not support my claim	1
I have better and more interesting things to do	1
Concern about job security	1
Dealt with swiftly	1
Dealt with myself	1
Contract due to end	1
The issues are difficult to prove	1

Chart 55: Q13.11 If you have reported this discrimination, were you satisfied with the outcome?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 14: Communications

University of Bath staff responded to questions relating to communications. The full results for each question are shown in the charts on the following pages.

Communications – Headline Results

The most positive perceptions from respondents in this question block were:

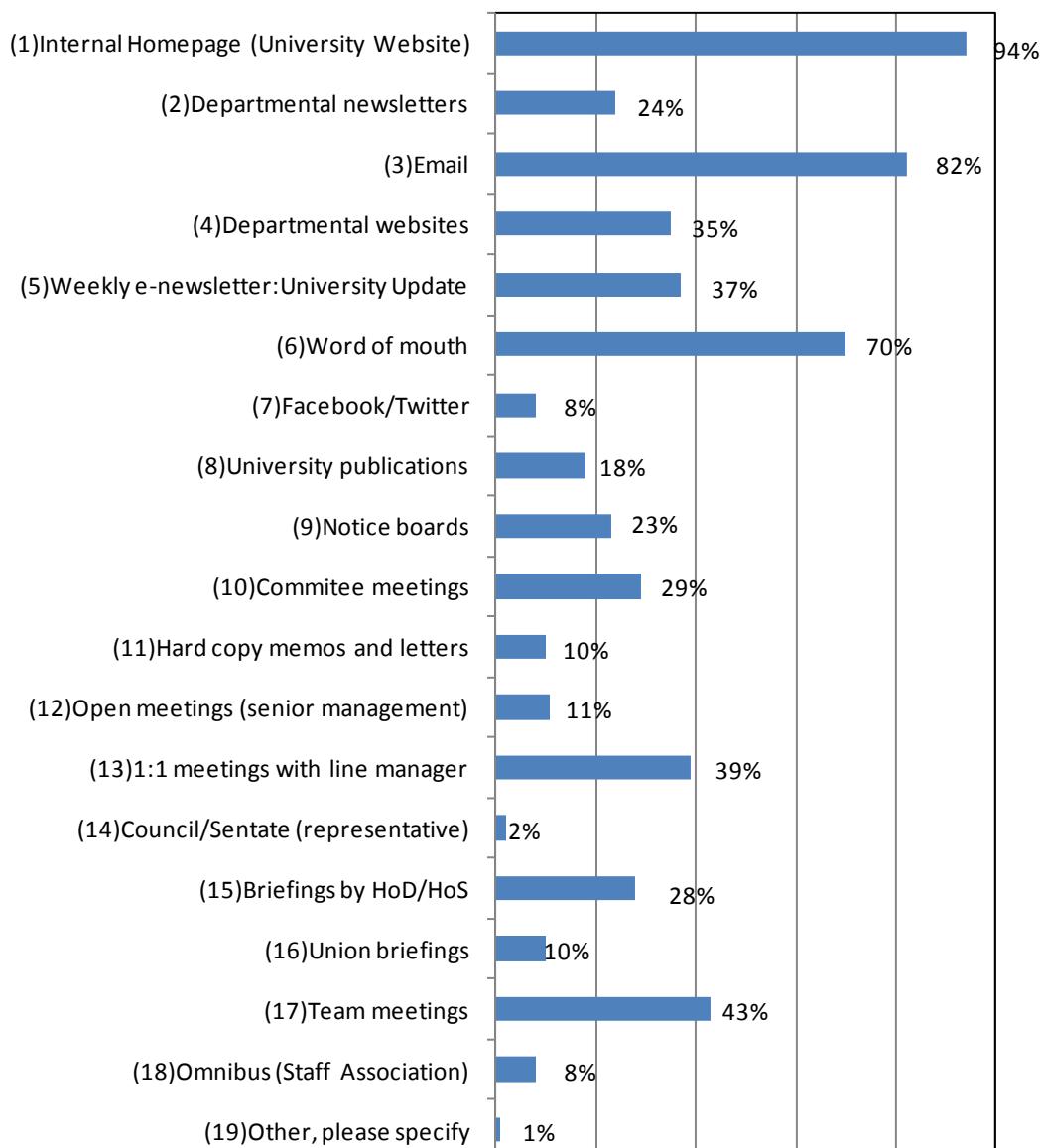
- 83% of respondents said the information they receive is straightforward and they understand it;
- 76% said they receive information in a timely way;
- 94% said they find the internal homepage (University Website), email (82%) and word of mouth (70%) useful information sources to find out what is happening in the University.

The most negative perceptions from respondents in this question block were:

- 65% of respondents do not feel on the whole, the different parts of the University communicate effectively with each other;
- 55% said communication between senior management and staff is not effective;
- 39% said they do not know where to find information about important decisions made at the University;
- 39% said on the whole, communication in the University is not effective.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 56: Q14.1 Which of the following sources of information do you use to find out what is happening in the University?



Note: total responses may not add up to 100% due to respondents being able to select more than one option]

Question 14.1 Respondents were asked what sources of information they find useful to find out what is happening in the University. Comments included the following:

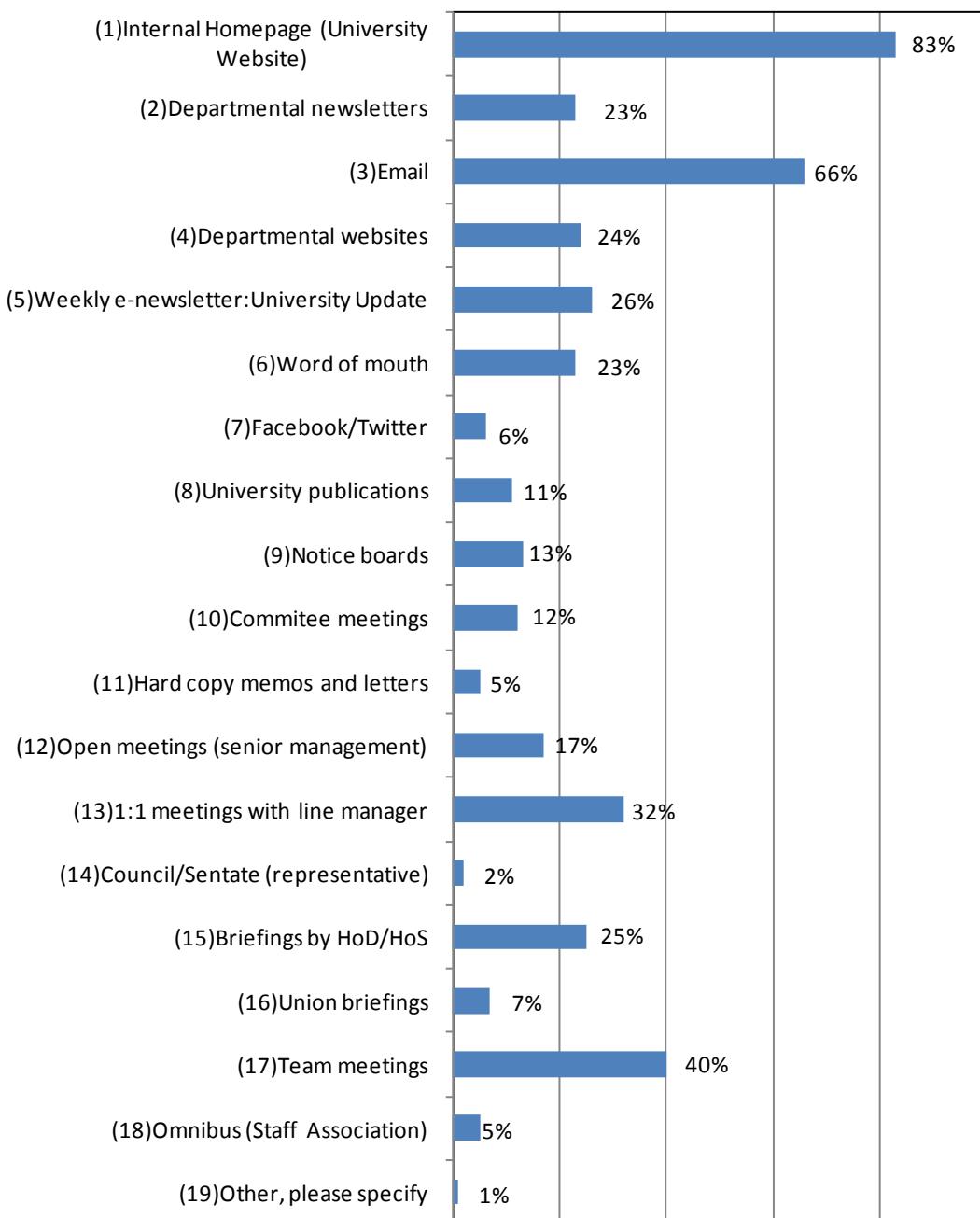
Comments	Number of responses
Local and national newspapers/websites	3
Academic Assembly	2
BUCS Twitter feed	2
Alumni information	1
CAS monthly meetings	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Copied into meeting papers	1
Documents I find left in the photocopier	1
Information from students	1
Informal networks	1
Library staff general meetings	1
Moodle Tutor website	1
Oracle	1
Staff away days	1
Talking to other members of staff	1
Students	1
Wiki	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 57: Q14.2 How would you prefer to receive information about what is happening in the University?



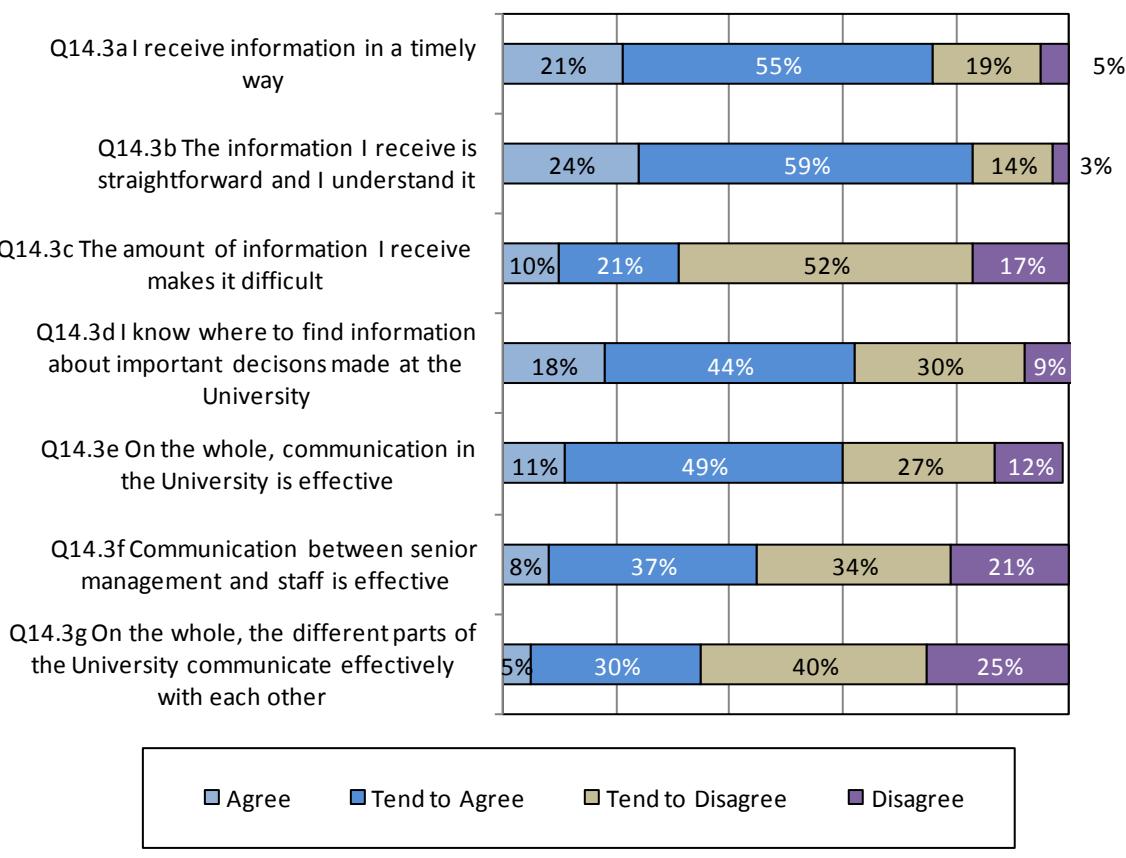
Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 14.2 Respondents were asked how they would prefer to receive information about what is happening in the University. Comments included the following:

Comments	Number of responses
Digital screens	1
A new, improved internal homepage	1
Academic Assembly	1
E-mails or newsletters that are tailored to my actual needs and interests	1
Internal comms strategy	1
I would like senior management to be more available for more open discussion in smaller groups or one to one	1
More departmental staff meetings	1
Newsfeeds, with options that enable one to filter out news of lesser interest	1
Paper, posters - too many electronic publications which take time to access	1
RSS feed	1
Senior manager blogs	1
Texts	1
Wiki	1

Chart 58: Communication and Information



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 15: Staff Involvement

University of Bath staff responded to questions relating to staff involvement. The full results for each question are shown in the charts on the following pages.

Staff Involvement – Headline Results

The most positive perceptions from respondents in this question block were:

- 85% of respondents said if they want to put forward new ideas or suggestions for improvement, they know how to do so;
- 76% said they feel able to voice their opinions;
- 75% feel there is good co-operation between teams in their department/service;
- 73% said in their department/service they consider the impact of their actions on other departments/services.

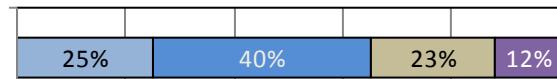
The most negative perceptions from respondents in this question block were:

- 39% said they are not confident they will get feedback on their ideas or suggestions;
- 36% said they are not confident their ideas or suggestions will be listened to;
- 36% do not feel able to influence changes in their area of work;
- 35% said they are not involved in decisions made within their department/service that affect them in their own area of work.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 59: Staff Involvement

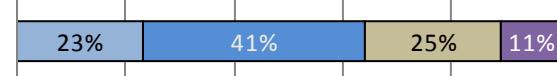
Q15.1 I am involved in decisions made within my Department/Service that affect me in my own area of work



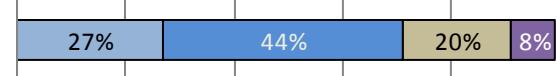
Q15.2 In my department/service, we consider the impact of our actions on other Departments/Services



Q15.3 I feel able to influence changes in my area of work



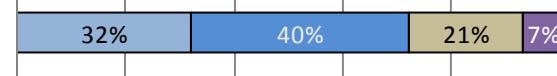
Q15.4 I feel there are adequate opportunities to raise points of concern



Q15.5 I feel able to voice my opinions



Q15.6 I am personally encouraged to look for ways to improve the way we do things



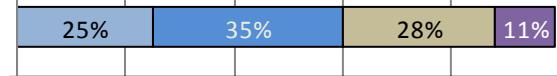
Q15.7 If I want to put forward new ideas or suggestions for improvement, I know how to do so



Q15.8 I am confident my ideas or suggestions will be listened to

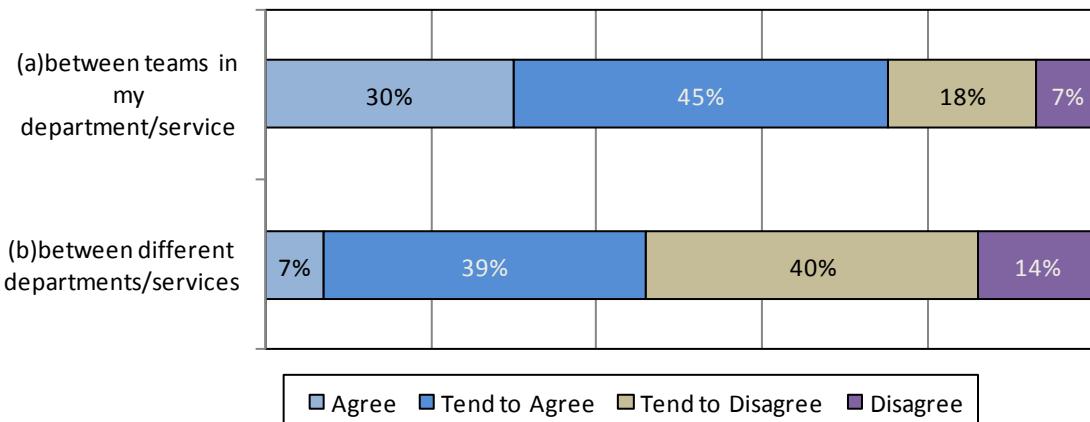


Q15.9 I am confident I would get feedback on my ideas or suggestions



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

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 60: Q15.10 I feel there is good co-operation:

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 16: Considering Leaving

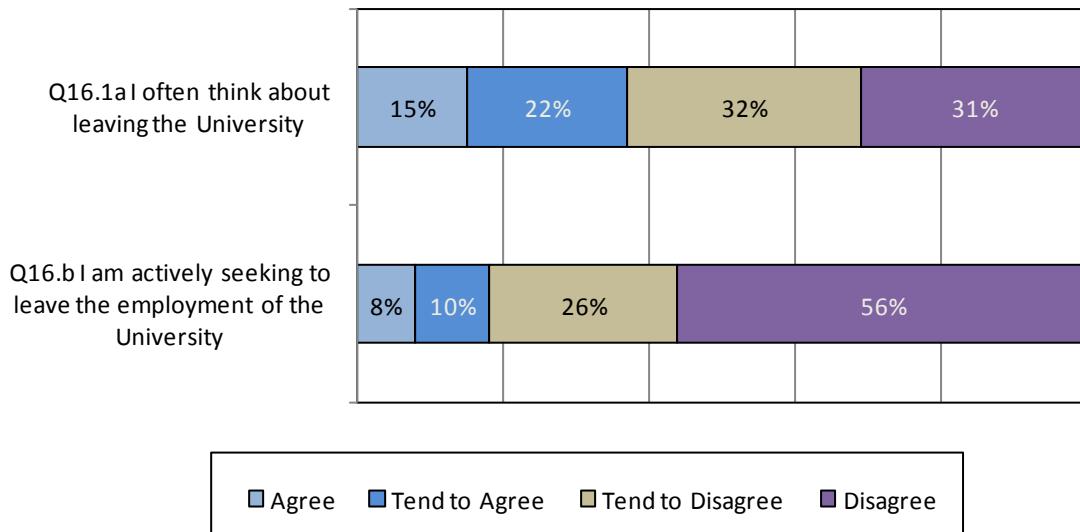
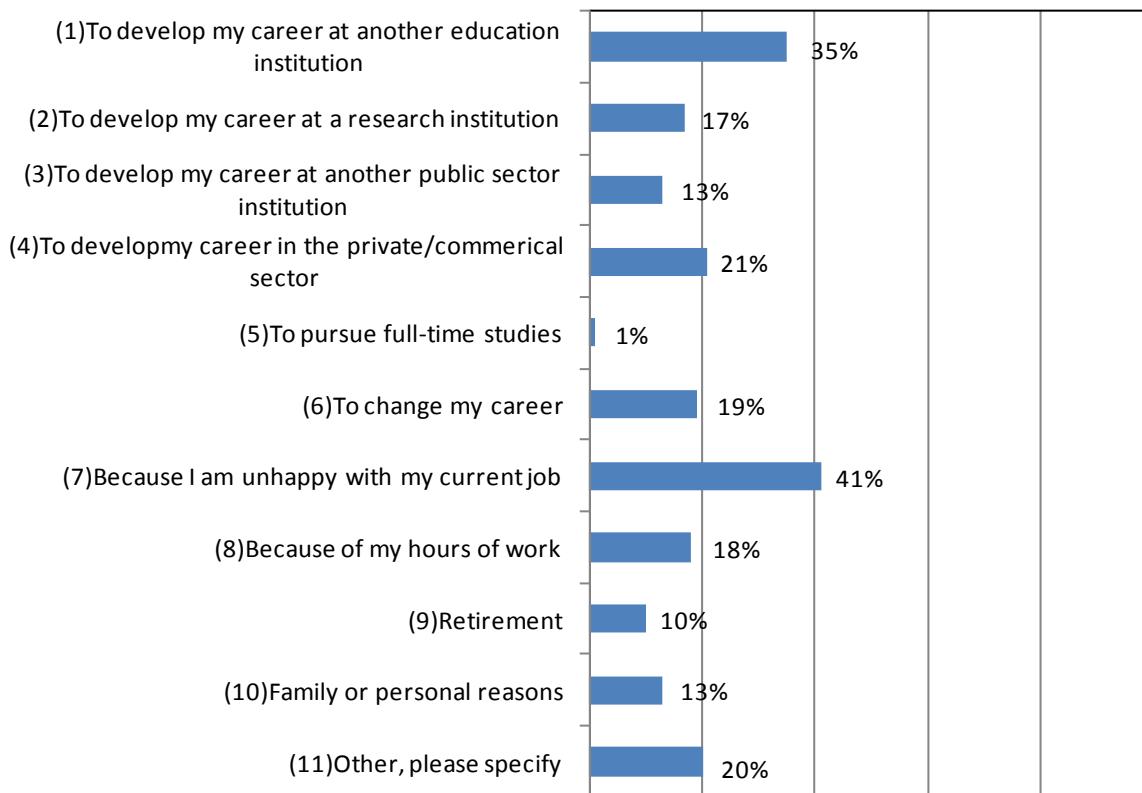
University of Bath staff responded to questions relating to considering leaving. The full results for each question are shown in the chart below.

Considering Leaving – Headline Results

The key perceptions from respondents in this question block were:

- 82% of respondents said they are not actively seeking to leave the employment of the University;
- 63% of respondents do not often think about leaving the University;
- Of the 37% considering leaving the University, 41% said this was because they are unhappy with their current job.

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 61: Considering Leaving**Chart 62: Q16.1c If you are considering leaving your job, please indicate why this would be:**

Note: total responses may not add up to 100% due to respondents being able to select more than one option]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 16-1c Respondents were asked why they were considering leaving their job. Comments included the following:

Comments	Number of responses
I am seeking a position with more opportunities for promotion / progression	22
I want to work in an organisation which is better run	18
I want to feel valued / increased recognition of work done	15
I need a permanent contract	13
I am seeking better pay	13
I want to get away from the victimisation / abuse / bullying I am suffering	10
Contract / secondment / temporary work is ending	9
I wish to work where support from management is better	7
I want to work in an organisation with better leadership	7
I am wanting a position where the pay is commensurate with the role / grade / level of responsibility	7
I am seeking better working conditions	7
I would like a position where there is less stress	5
I am looking to work for an organisation where the payscale is better structured / fairer	5
I am wanting a reduced workload	5
I am seeking increased job security	5
Time / acknowledgement / support / resources for research	4
Enforced alteration to working hours / location / job security / conditions	4
Excessive Paperwork / bureaucracy	4
I would like to work in an organisation where staff are listened to	4
I am experiencing difficulties with travel	4
I want to use my training / skills more fully / where they will be recognised	4
I am looking to improve my job satisfaction / motivation	4
I want a career change	3
I am seeking adequate pay for the effort I put in	3
I wish to develop my career	3
I wish to pursue further education / training	2
I am due to retire	2
I am seeking a family friendly position	2
I am planning to travel / work abroad	2
I am seeking more flexibility	2
I am seeking a position where there are more staff	2
I would like to work in a more stable environment where aims and priorities are not changed so often	2
I wish to work where staff welfare is considered more	2
I would like to work where equal opportunities policies are in place and applied	2
Less discrimination	2
I am seeking a position where there is better supervision	1
I wish to work where overall communication between staff is better	1
I wish to work where support from colleagues is better	1
I am wanting reduced hours / part time hours	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Better definitions / information / information / communication about job role / work expected	1
Family Commitments	1
I am leaving the area	1
Inadequate health and safety procedures	1
We need better resources to perform job	1
Better patient discharge policy	1
I need a position with more hours	1
I am seeking a more friendly environment	1
Underperforming staff	1
Pension scheme insufficient	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 17: Managing Change

University of Bath staff responded to questions relating to managing change. The full results for each question are shown in the charts on the following pages.

Managing Change – Headline Results

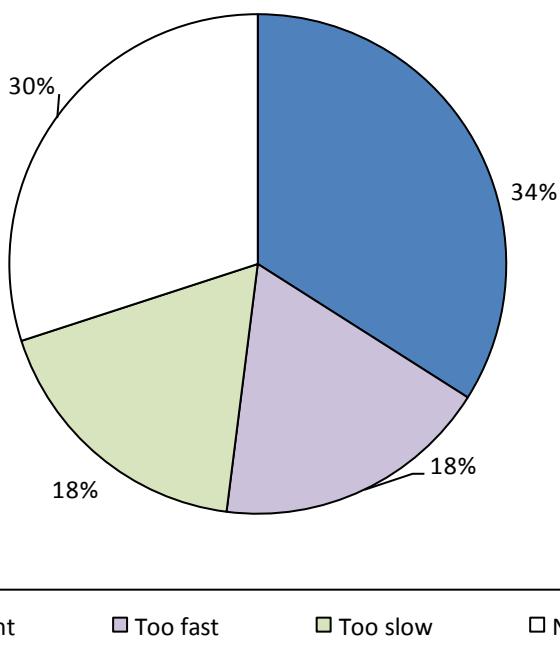
The most positive perceptions from respondents in this question block were:

- 61% of respondents said generally, change within their department/service is managed well;
- 59% said they have seen some positive changes in the last 12 months;

The most negative perceptions from respondents in this question block were:

- 79% of respondents said generally, more could be done to help staff prepare for and cope with change;
- 65% said recent changes have not been well explained, well planned (64%) well communicated (62%).

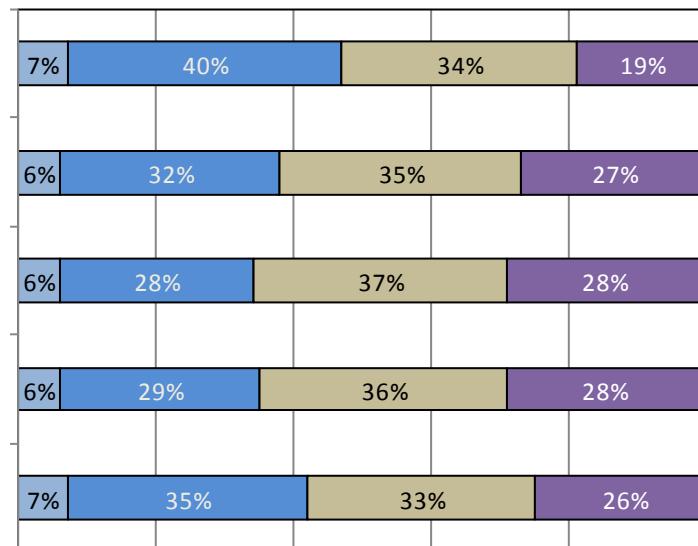
Chart 63: Q17.1 How do you feel about the pace of change in the University?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 64: Recent Changes

Q17.2 I believe that senior managers are good at making changes and innovating to meet changing circumstances



■ Agree

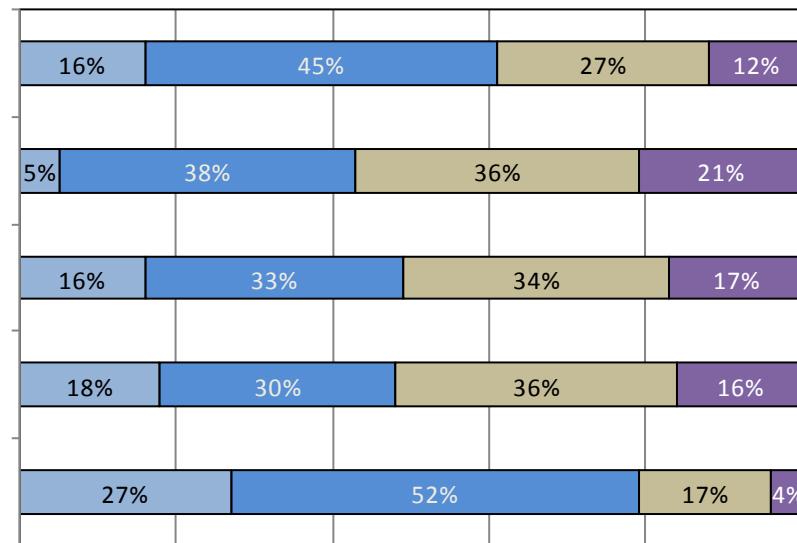
■ Tend to Agree

■ Tend to Disagree

■ Disagree

Chart 65: Generally....

Q17.7 change within my department/service is managed well



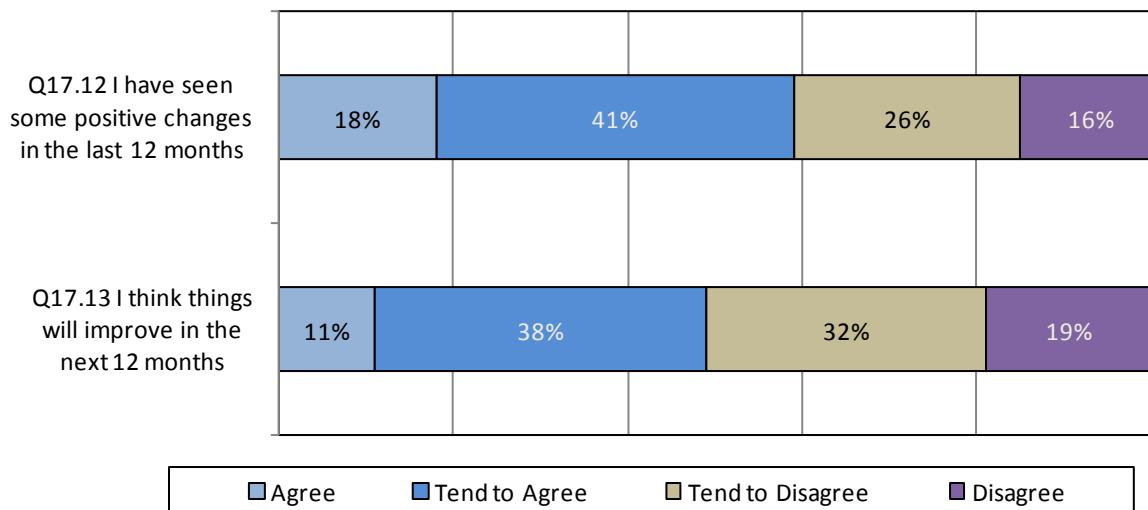
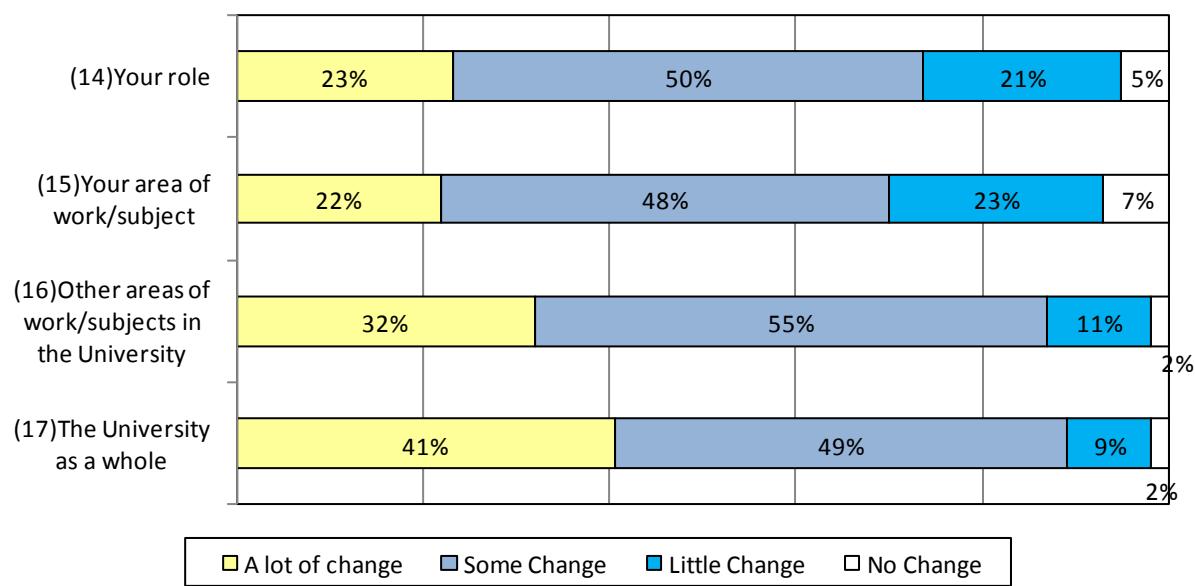
■ Agree

■ Tend to Agree

■ Tend to Disagree

■ Disagree

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 66: Change**Chart 67: Q17.14 Over the next 12 months, how much change do you feel there might be to:**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 18: Environment

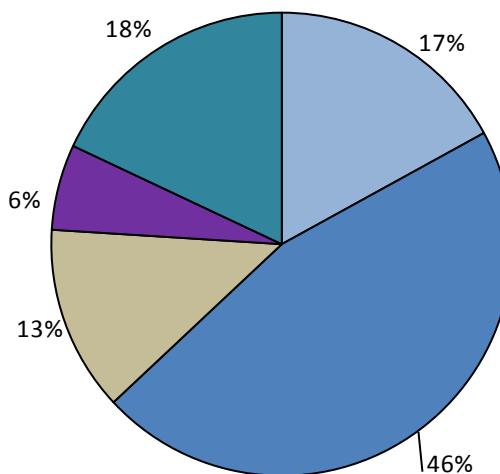
University of Bath staff responded to questions relating to the environment. The full results for each question are shown in the charts on the following pages.

Environment – Headline Results

The key perceptions from respondents in this question block were:

- 92% said the Energy and Environment Team and all staff (90%) should be responsible for addressing environmental issues across the University campus.
- 63% of respondents said the University is fulfilling its environmental obligations;
- 61% said practical advice on what to do in the workplace would motivate them to undertake more environmentally friendly activities.

Chart 68: Q18.1 The University is fulfilling its environmental obligations



[■ Agree ■ Tend to Agree ■ Tend to Disagree ■ Disagree ■ Don't know]

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 69: Q18.2 The following initiatives have positively influenced my environmental behaviour at work:

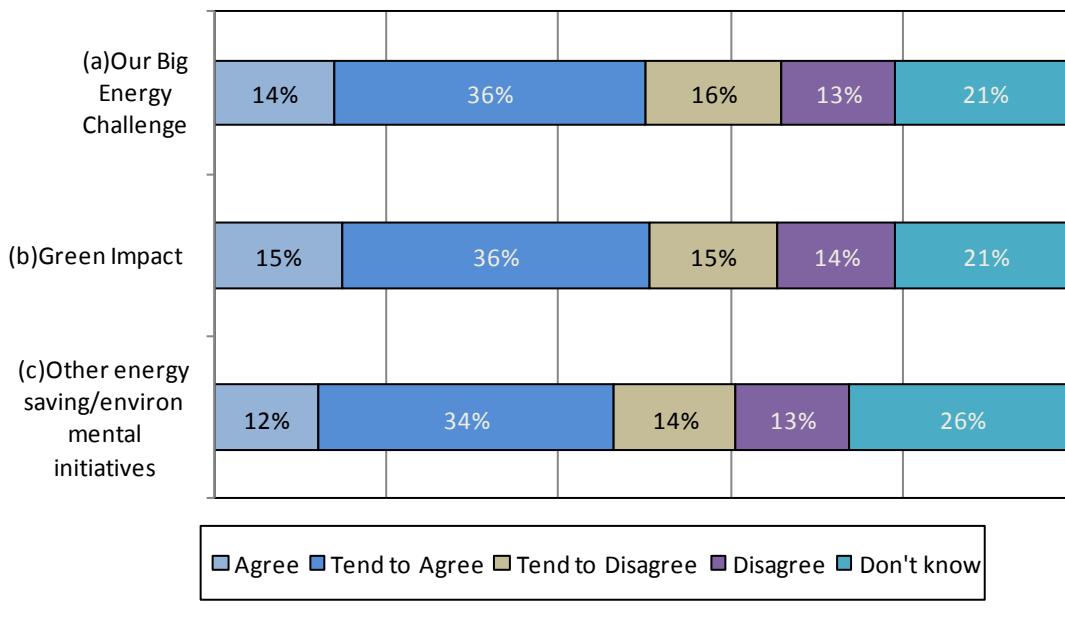
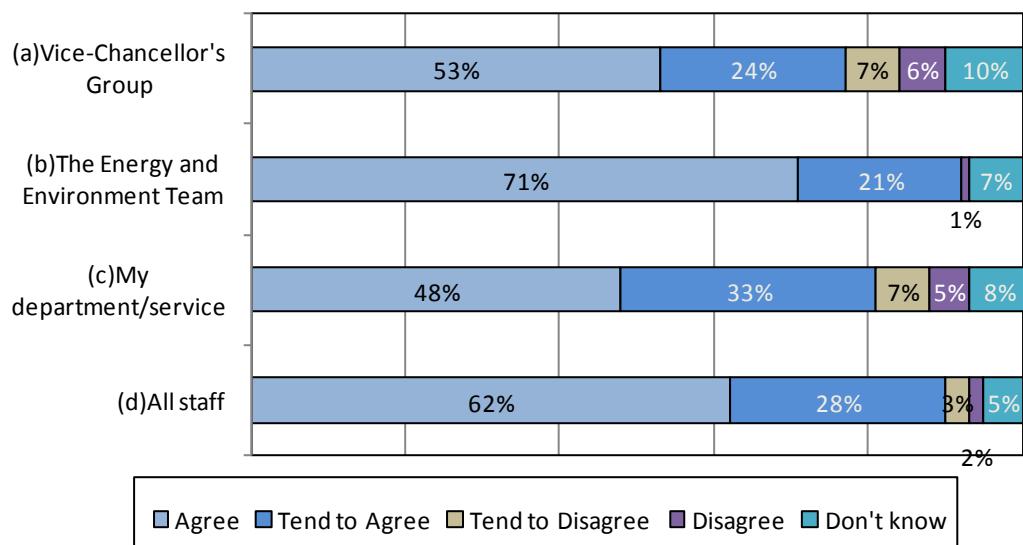


Chart 70: Q18.3 I think the following groups should be responsible for addressing environmental issues across the University campus



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 71: Q18.4 The behaviour of people around me at work affects my own environmentally friendly behaviour

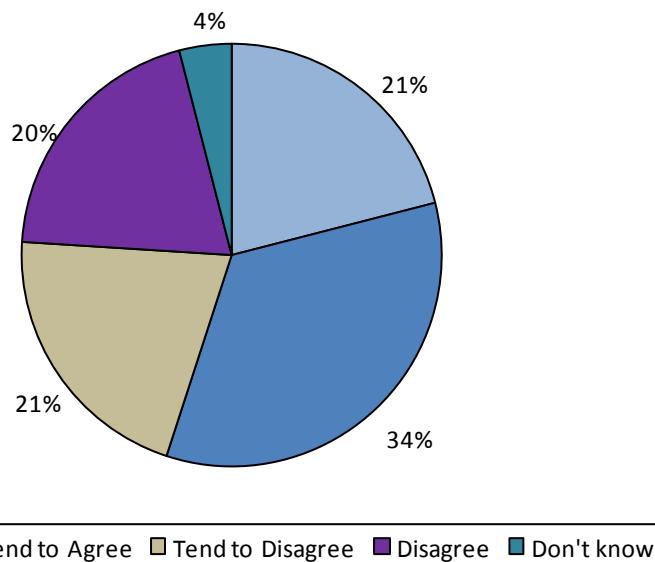
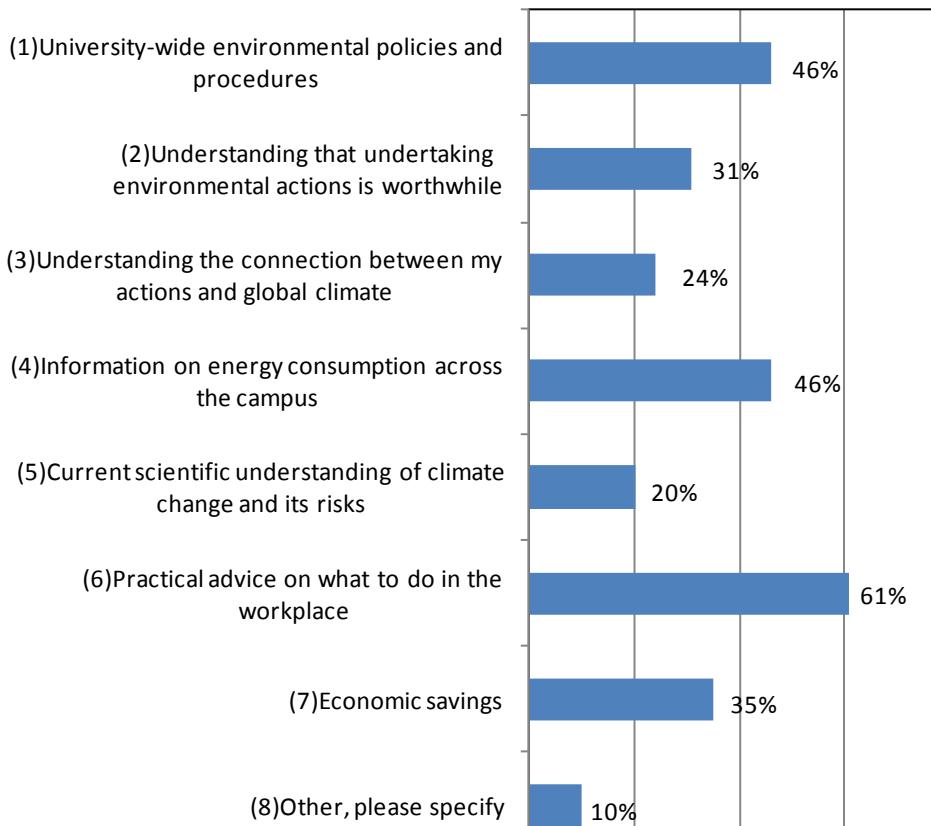


Chart 72: Q18.5 What would motivate you to undertake more environmentally friendly activities at work?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Question 18-5 Respondents were asked what would motivate them to undertake more environmentally friendly activities at work. Comments included the following:

Comments	Number of responses
I already am motivated to be environmentally friendly	27
Commitment from the University to manage heating/insulation better	20
More recycling bins/facilities	19
A demonstrable benefit to me personally/incentives	16
A team effort	7
An example of environmentally friendly behaviour being set by the VC and senior management	7
Better policies (e.g. not using cloth bags for bins)	5
Better use of technology e.g. motion sensors for lighting	4
Demonstrate policies are more than just tick-box activities	4
Not convinced that undertaking environmental actions is worthwhile	4
University staff bus service	4
A feeling the University takes environmental policies seriously	3
Solar panels installed	2
Availability of practical environmentally friendly alternatives	2
Being treated with respect to make my own choices	2
Better buildings	2
Budget to replace energy intensive equipment with modern lower energy alternatives	2
More encouragement to work from home when possible	2
Secure bike storage	2
Stop shooting the rabbits	1
Promote green staff travel	1
An environment more open to suggestions of change	1
Capital investment in this area	1
Carbon trading scheme for individuals - esp. conference travel, etc	1
Common sense	1
Complete reduction of hard copies taken of emails	1
Ease of application	1
Feeling that my efforts are appreciated and count for something	1
Flexible leave and working from home to reduce travelling	1
Cardboard coffee cups and lids	1
I don't know what is meant by "environmentally friendly"	1
I think the Uni needs to do a lot more regarding sustainable energy	1
Business travel by rail rather than plane	1
I'd like to know how the Uni deals with waste, and why our recycling record is, frankly, so poor	1
The University should become accredited to the ISO 14001	1
Labels on printers/managers etc saying please switch off equipment at the end of the day	1
More consideration for making it easier to practise environmentally friendly activities e.g. easier scanning facilities instead of photocopying	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Much more needs to be done about surplus office furniture and other items	1
Introduction of recyclable whiteboard markers	1
Pay me more	1
Personal responsibility to do what is right regardless of policy and current political thinking	1
Positive feedback about the impact from actions and activities	1
Provision of dynamo pedals under desks for generating electricity	1
Rationing of energy and resources	1
Safer cycle routes to the university and speed restrictions on north road and bath wick hill	1
Seeing large companies worldwide attempting to cut down on waste	1
Sensible, practical solutions	1
Staff who seek promotion should have to demonstrate environmental sensitivity as well as being good at teaching, research and admin	1
Time to put activities into process and staff to do the work	1
Details of the financial impact / potential financial savings would carry more weight than power figures and graphs	1
I do not believe that the university believes in a green environment but pursues it because it needs too and is driven by financial gains	1
Regular presentations	1
University staff seriously addressing their mode of transport	1
10 mph speed limit on campus	1

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 19: Staff Comments

University of Bath staff were asked to comment on up to three things they thought were good about working for the University, and three things which could be improved.

Things which are good about working for the University

The five most common things staff said are good about working for the University are:

- Friendship/Camaraderie of team/colleagues (268 respondents)
- There is a happy/friendly working atmosphere/stress free environment (231 respondents)
- Working time flexibility is good/home working (180 respondents)
- Job satisfaction derived from working with students (178 respondents)
- Attractive surroundings (165 respondents)

Things which could be improved in the University

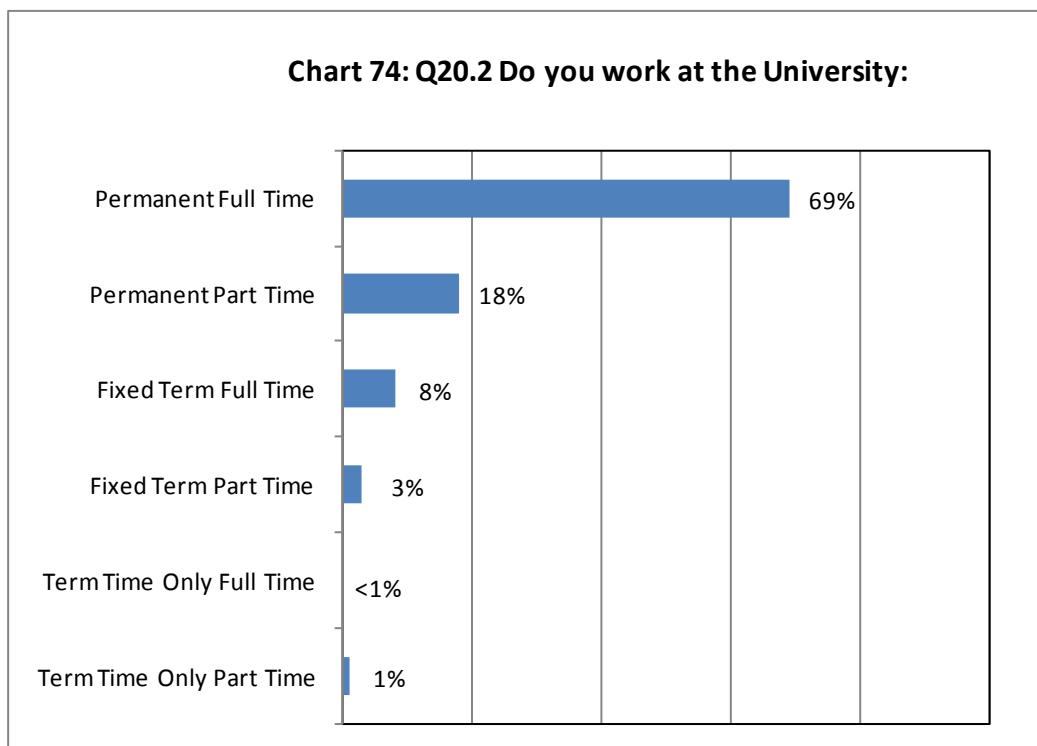
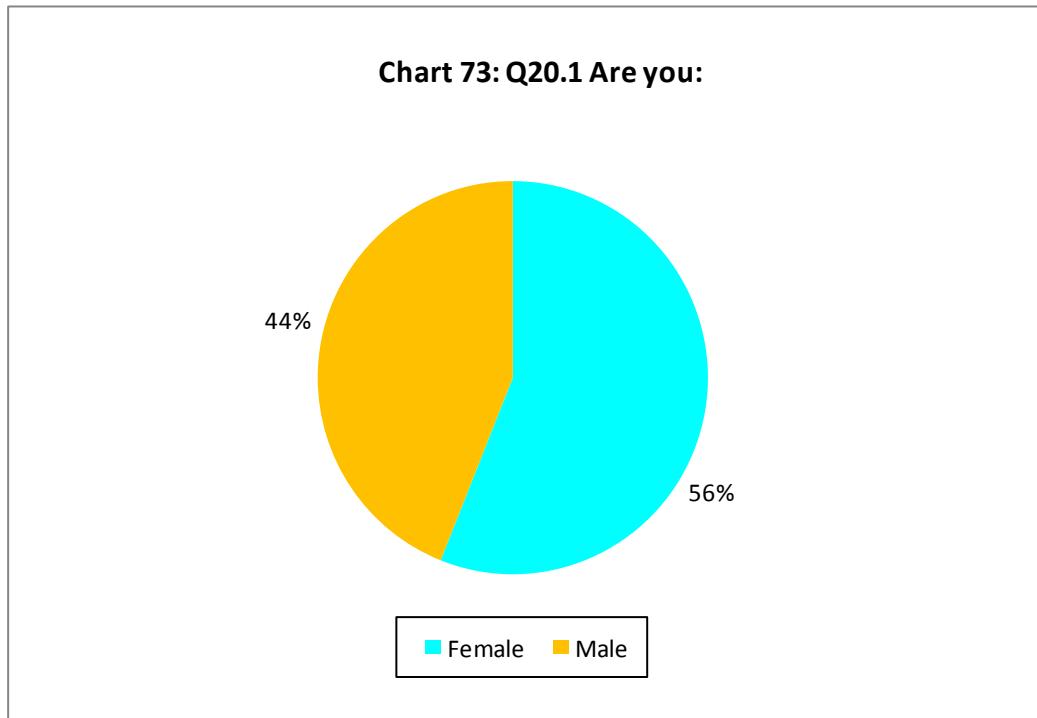
The five most common things staff said could be improved in the University are:

- Improve communication (144 respondents)
- Improve communication between colleagues/team members/departments (97 respondents)
- Improve/introduce catering facilities/better food (93 respondents)
- Improve condition/size of private staff areas (87 respondents)
- Increase involvement in /communication about important issues (85 respondents)

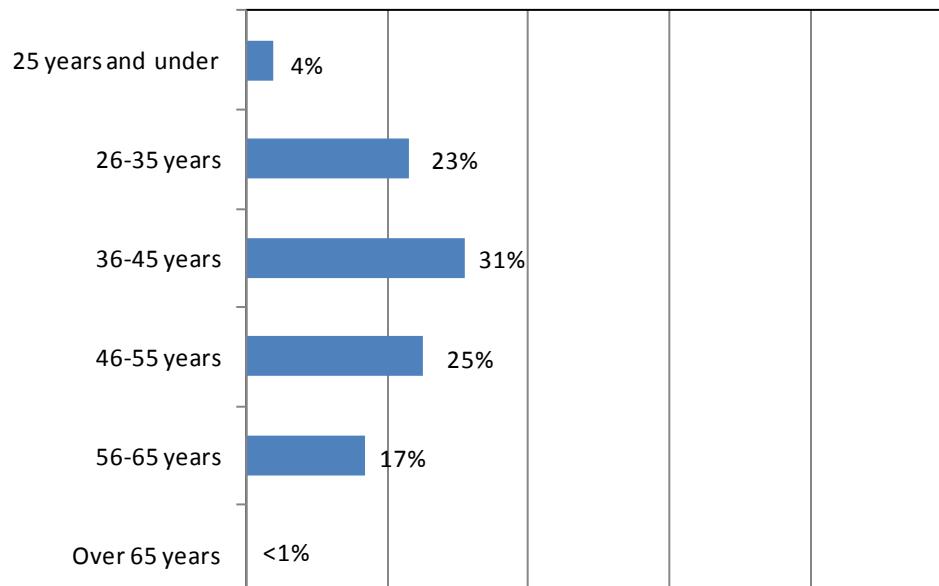
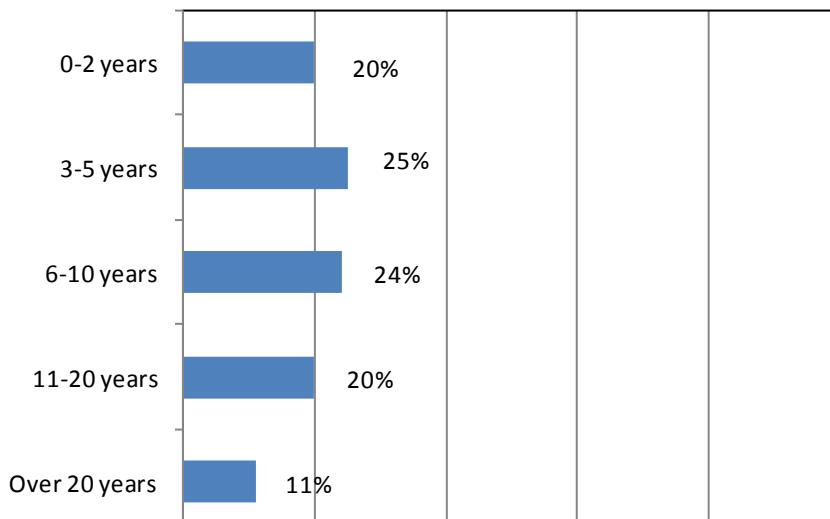
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

QUESTION BLOCK 20: About You

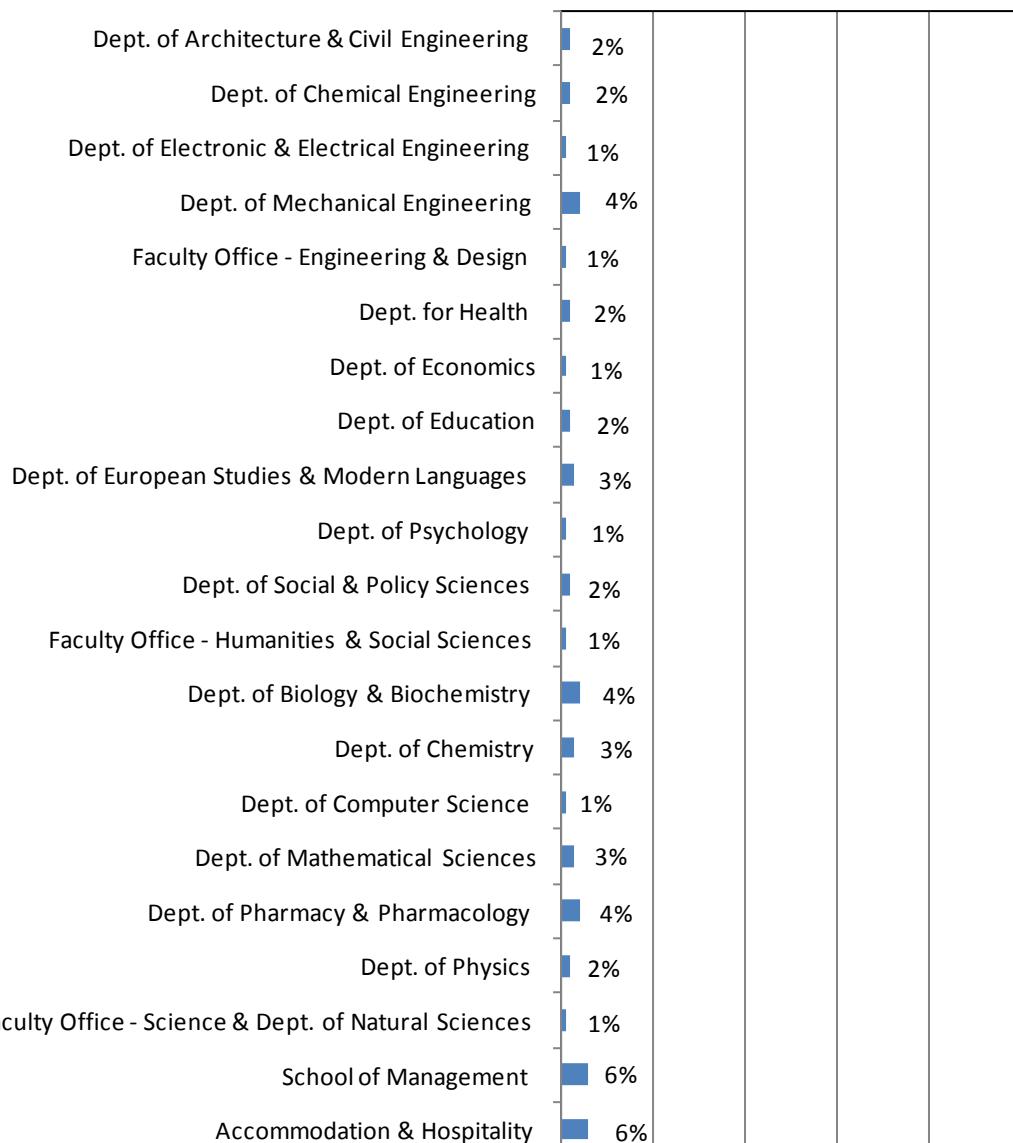
The following charts provide details of survey participants and their jobs e.g. chart 73 shows that 56% of those staff responding to the survey are female and 44% male, and chart 75 shows 31% of staff responding to the survey were between the ages 36-45.



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

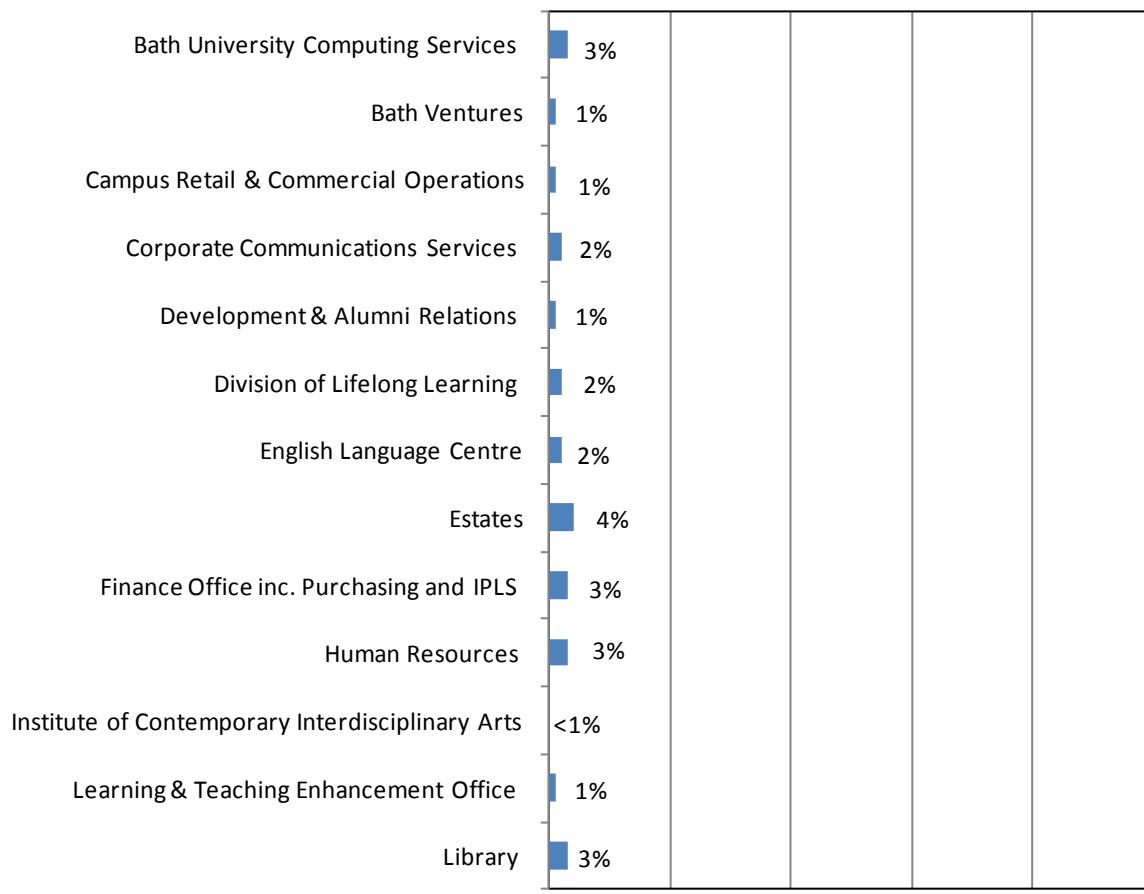
Chart 75: Q20.3 What is your age?**Chart 76: How long have you been employed by the University?**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 77: Q20.5 In which department/service do you work?

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

**Chart 78: Q20.5 In which department/service do you work?
(Continued)**



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

**Chart 79: Q20.5 In which department/service do you work?
(Continued)**

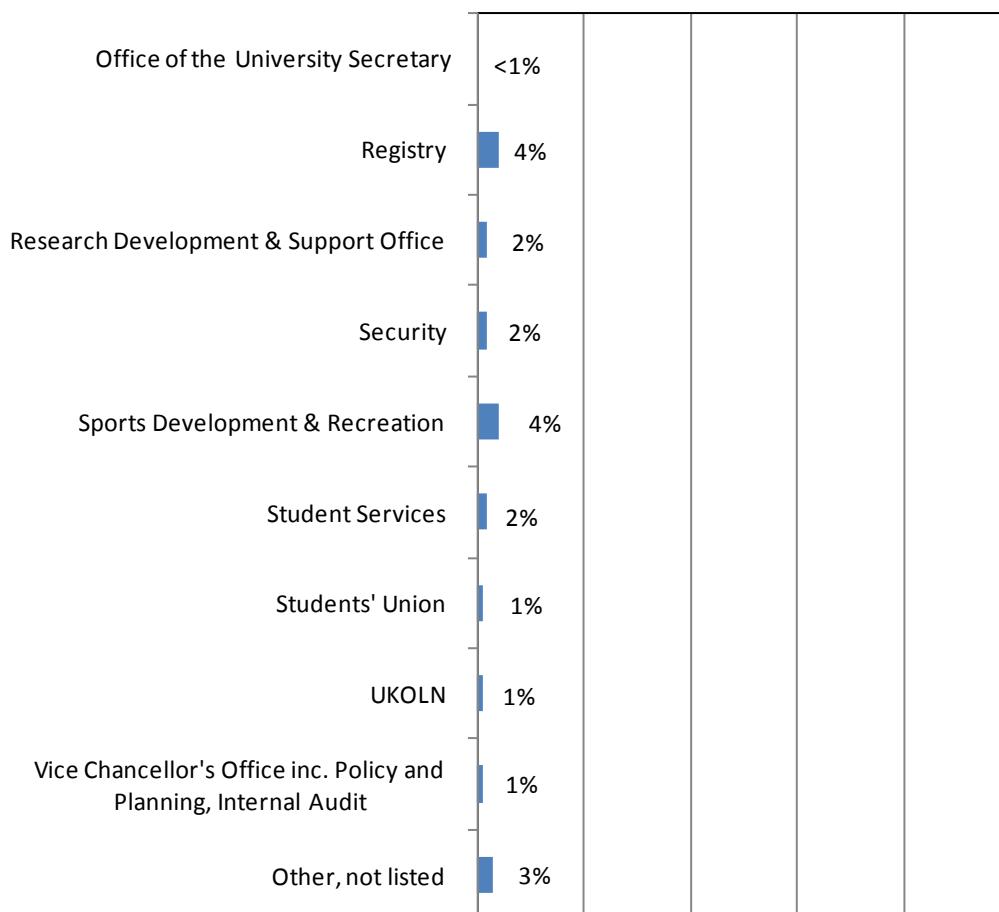
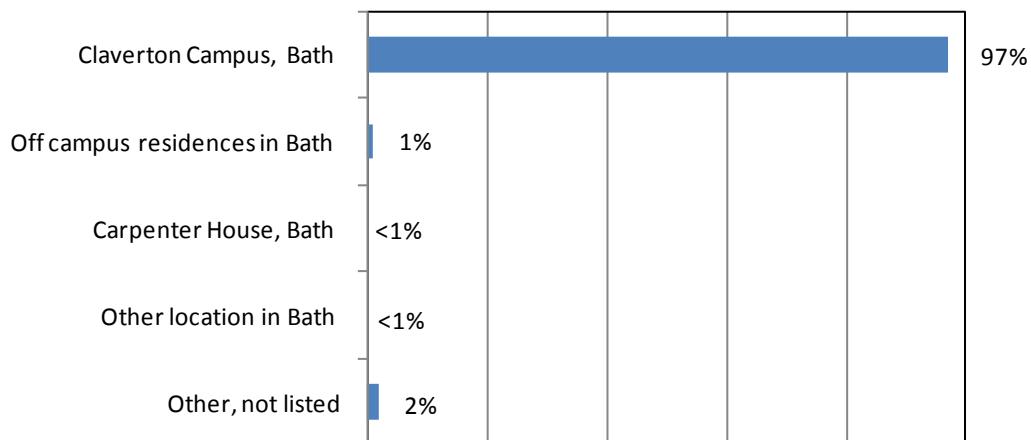
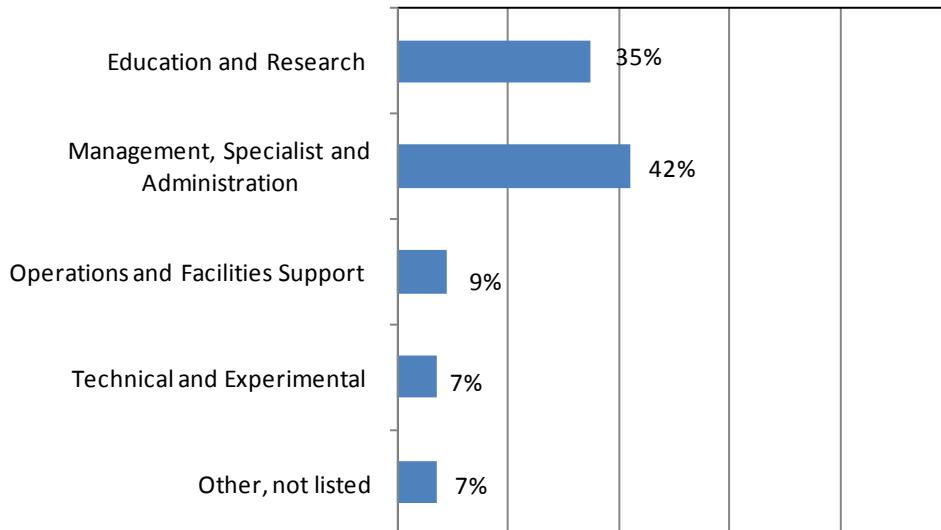
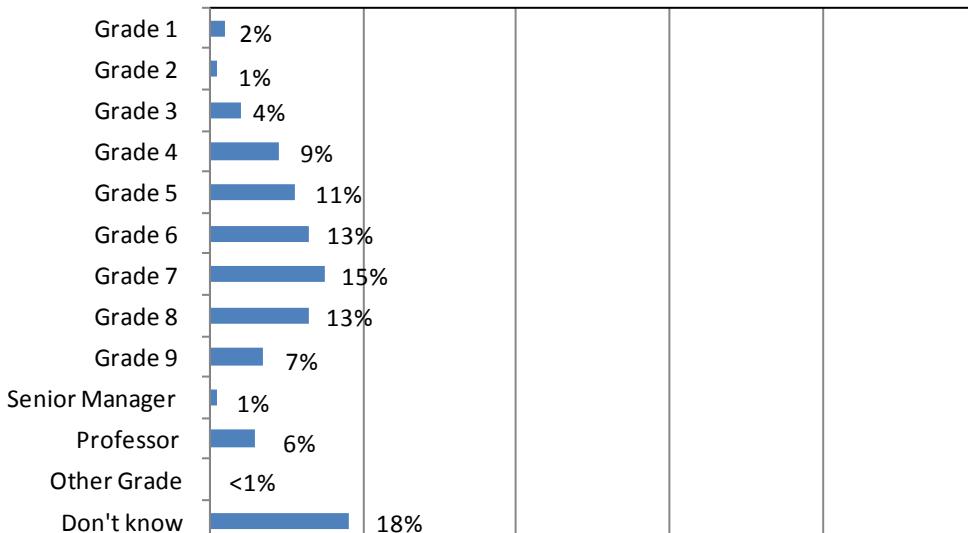


Chart 80: Q20.6 Where do you spend the majority of your time at work?



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 81: Q20.7 What is your job family?**Chart 82: Q20.8 What is your job grade?**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 83: Q20.9 Do you have leadership/management responsibility for staff?

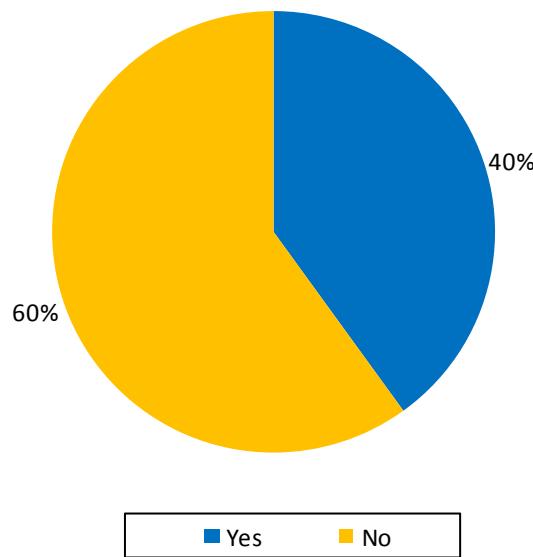
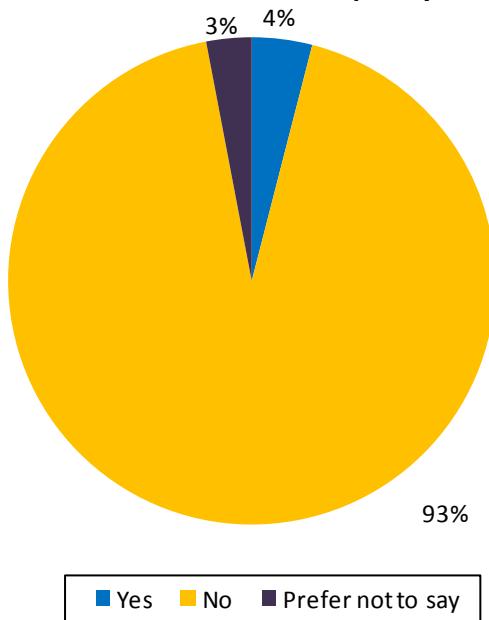
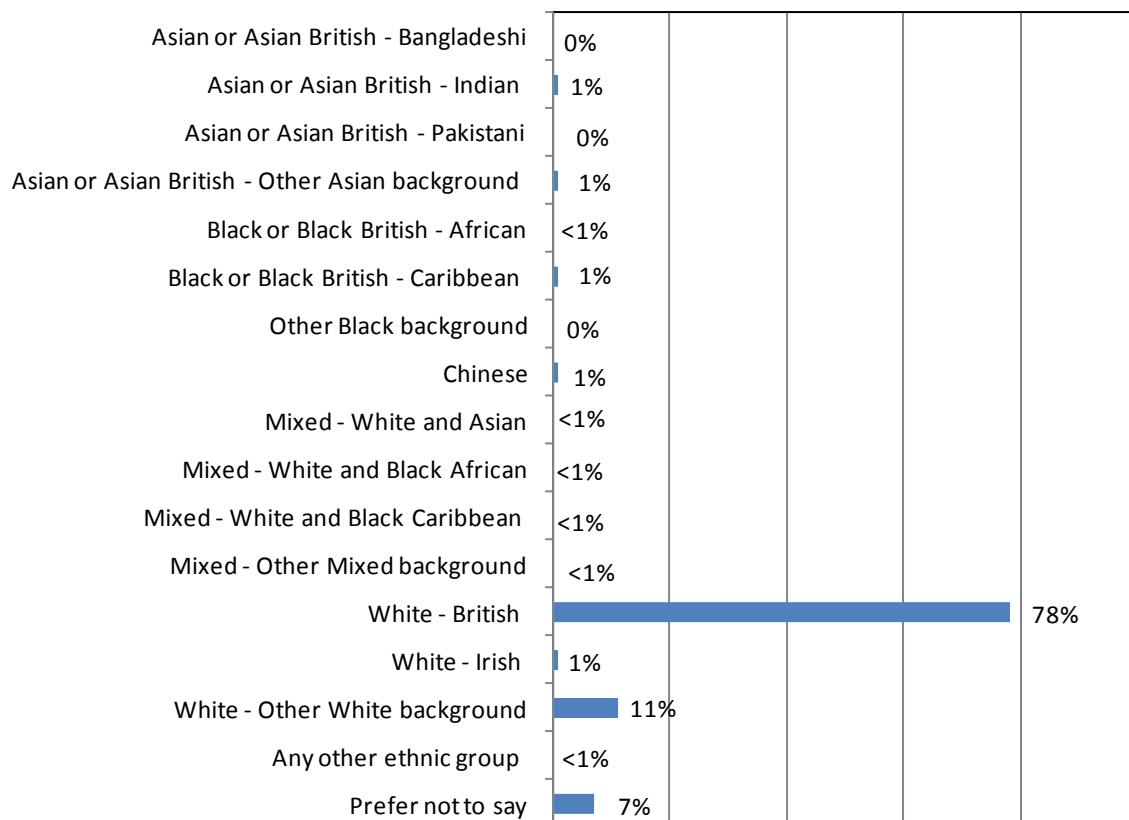


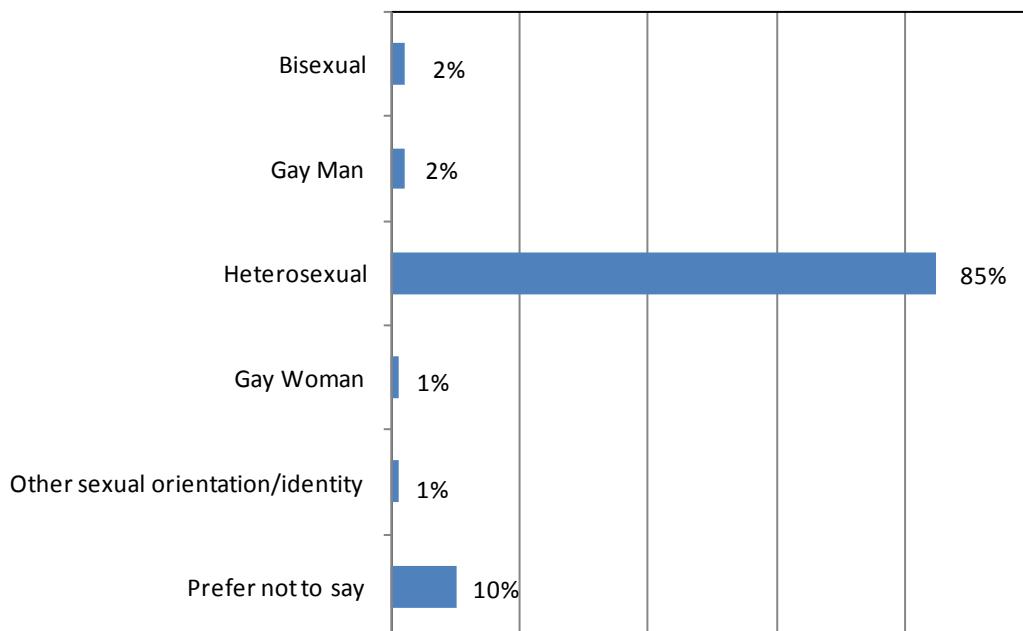
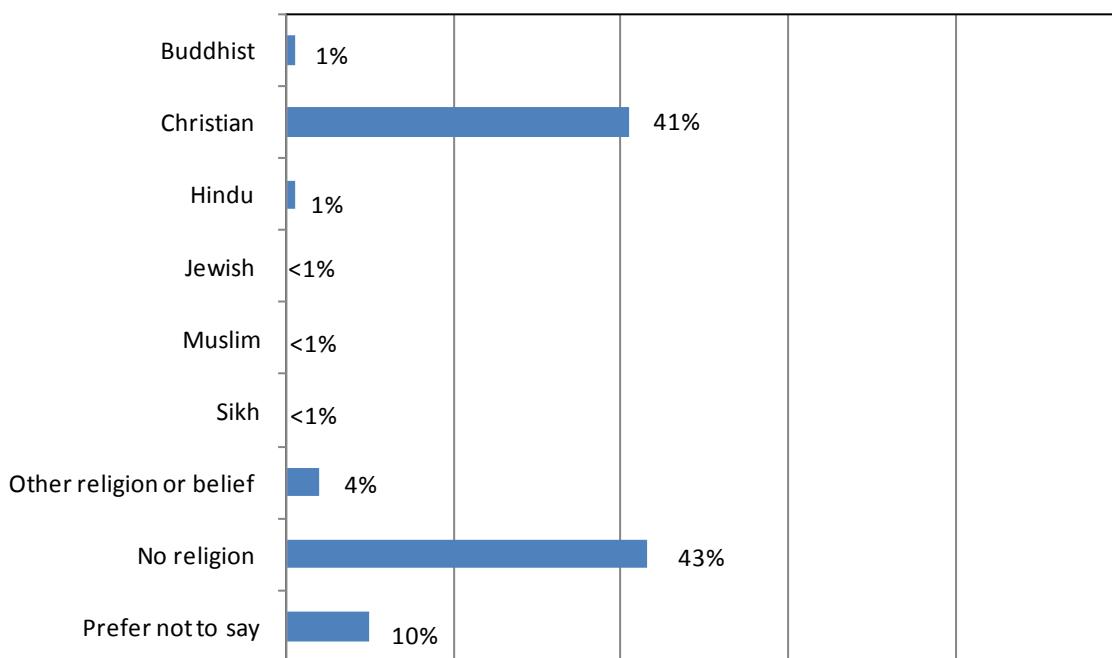
Chart 84: Q20.10 Do you consider yourself to be disabled within the definition of the Equality Act 2010



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 85: Q2.11 Do you consider yourself to be:

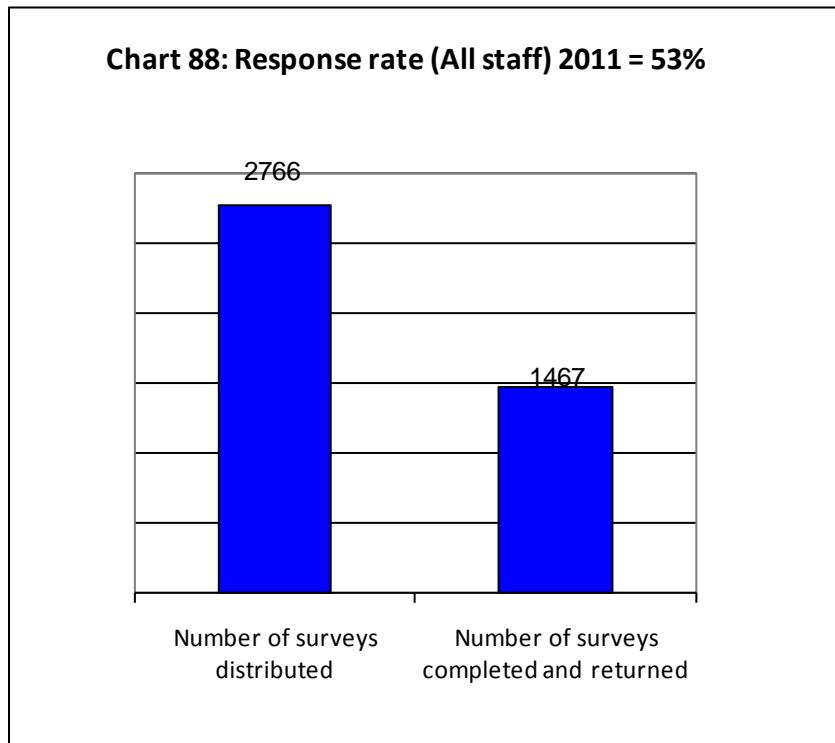
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 86: Q20.12 I would describe myself as:**Chart 87: Q20.13 How would you describe your religious belief or affiliation?**

[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

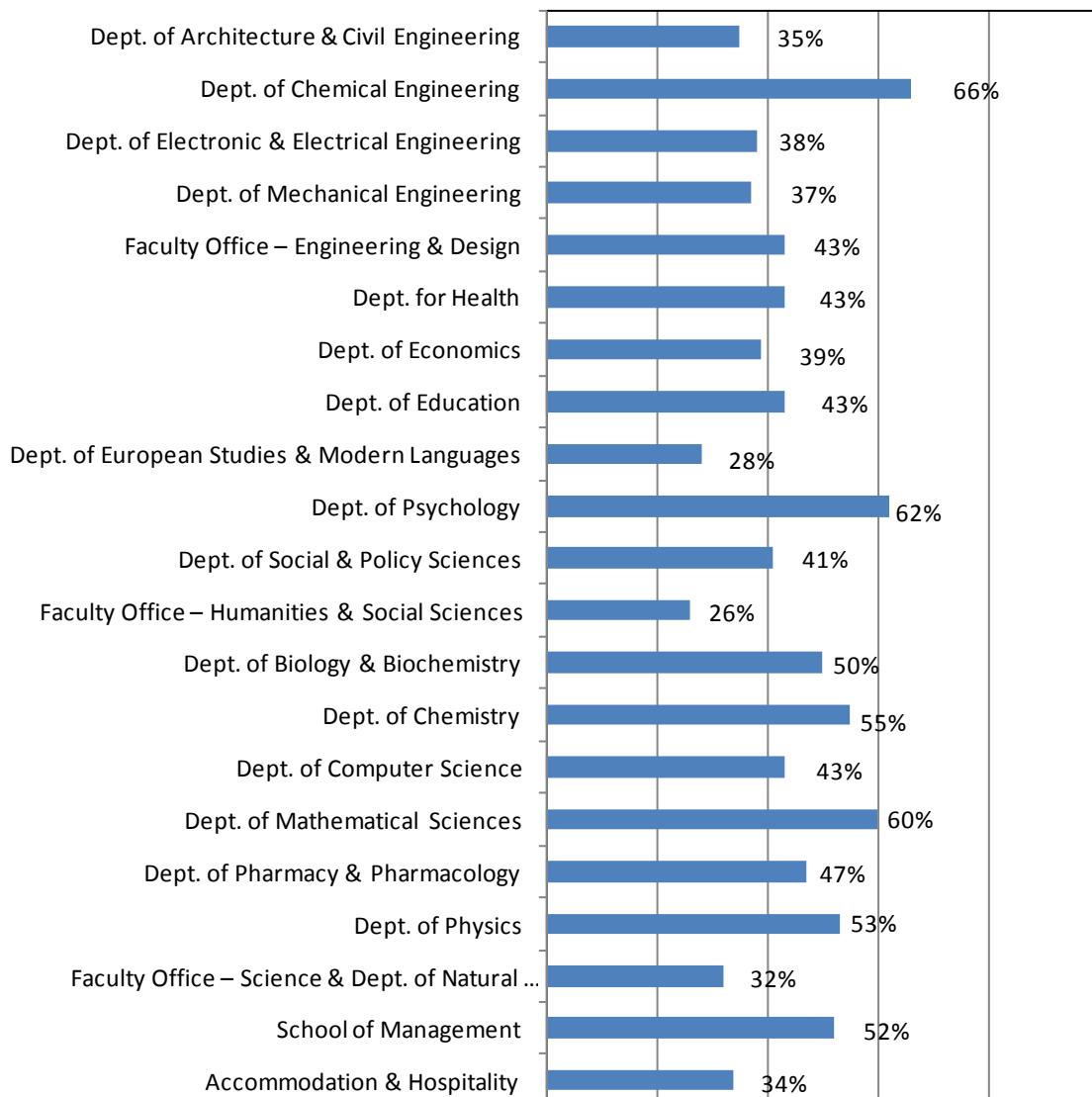
Response Rate

The following charts show the response rate for all staff who responded to the survey. The total number of surveys distributed was 2,766 and the total number of surveys completed and returned was 1,467. This gave an overall response rate of 53%.



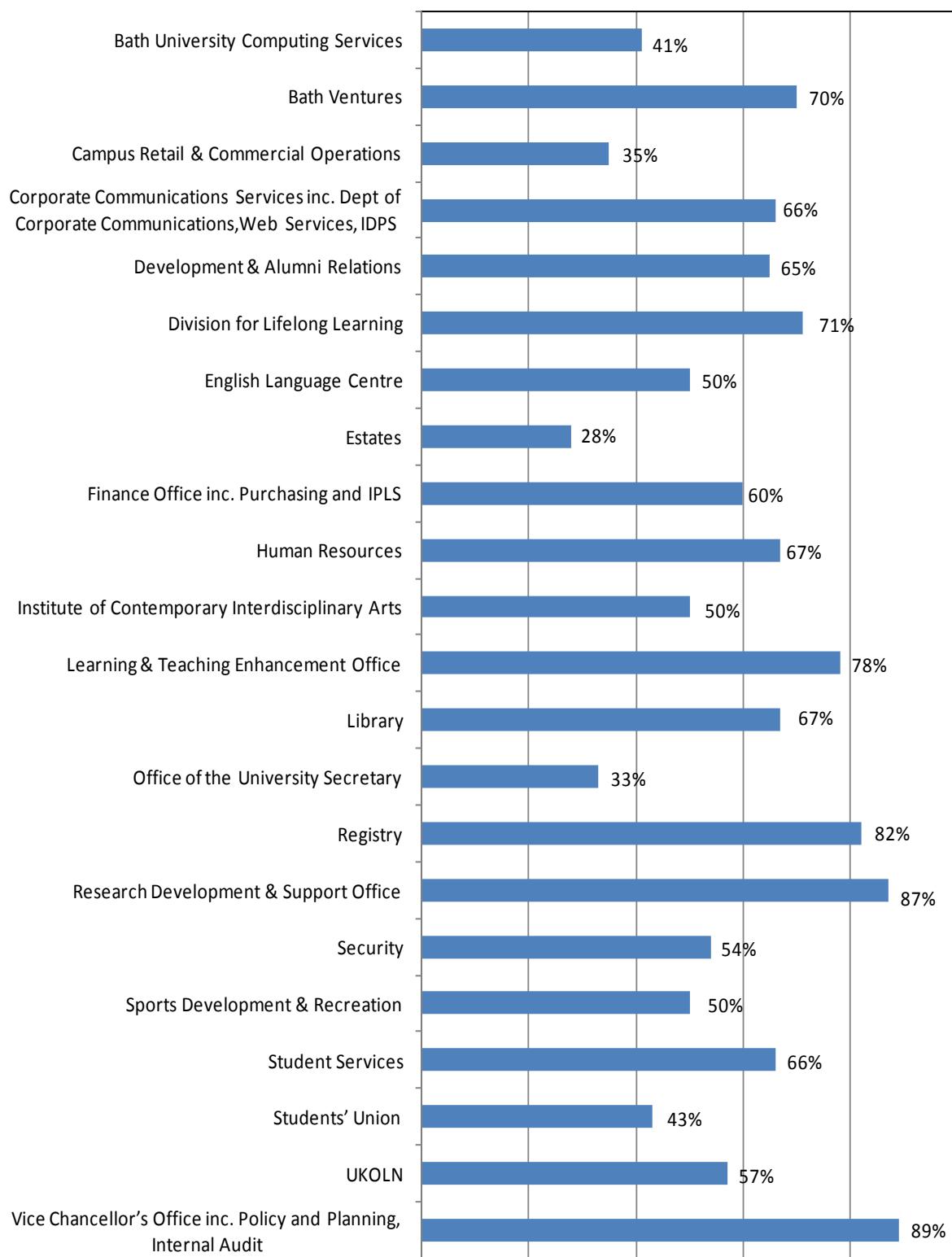
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 89: Department response rates



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Chart 89: Department response rates (continued)



[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

