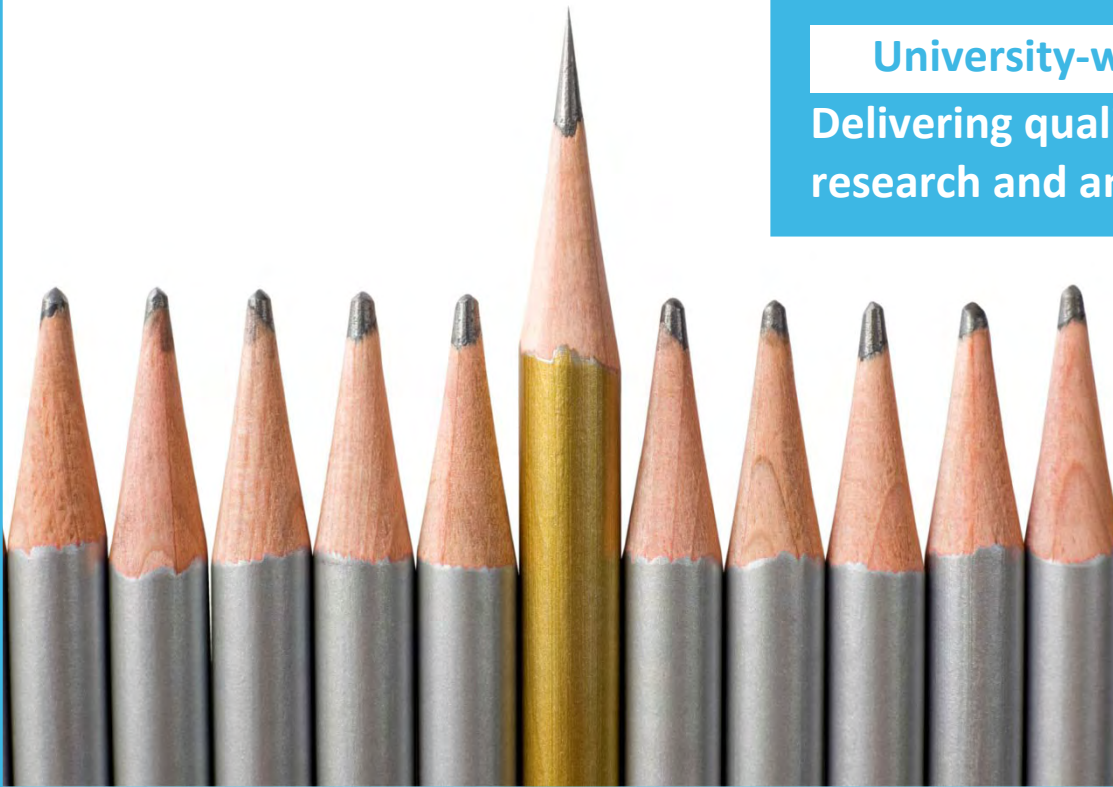


## University-wide Report

Delivering quality survey,  
research and analysis solutions



University of Bath

Staff Survey 2013

May 2013

Project number: 6167



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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 2013

## Executive Summary

In autumn 2012, the University of Bath commissioned Capita Surveys and Research to conduct its staff survey.

Capita processed and validated 1,853 completed survey questionnaires from University of Bath staff; this calculates as a response rate of 68% (compared to 1,467 responses equating to 53% in 2011). The 2013 response rate is above the average response rate of 63% achieved by other higher education institutions Capita has worked with in 2012 and 2013.

Analysis of the background details of respondents shows:

- 53% are female and 47% male;
- 68% are permanent full-time; 17% permanent part-time;
- 9% have worked at the University for over 20 years, 22% have worked for 11 to 20 years, 22% have worked for 6 to 10 years, 18% for 3 to 5 years, 13% for 1 to 2 years and 15% have joined in the last 12 months;
- 34% are education and research staff, 39% are management, specialist and administrative staff; 12% are operations and facilities support staff; 7% are technical and experimental staff; and 9% are other staff;
- 34% have management responsibility for staff;
- 3% consider themselves to have a disability; and
- 77% are White British or Irish and 14% are from other White backgrounds.

Overall staff are positive about the University and 93% say it is a good place to work. However there are concerns about issues such as workload, the management of change and communications.

## Key Results

There were 156 questions in the survey (excluding questions about the profile of respondents) and of these, 119 used an agree to disagree response scale.

Analysis of the survey results using a scoring system for these 119 questions shows the issues where staff have the most positive and negative perceptions.

In 2013 there are 61 (or 51% 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.

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

Some of the key positive issues include:

- 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 how to react appropriately with colleagues.
- Understanding of expected standards of behaviour and performance, and having clear roles and responsibilities.
- Job satisfaction, including staff feeling trusted and enjoying their work, finding their work varied and interesting and their work giving them a sense of achievement.
- Staff feeling safe and secure in their working environment, and having sufficient work space and this being clean and not too noisy.
- Immediate managers, including them being approachable, respecting and valuing them, being available when needed and having sufficient authority to make decisions.
- The quality of service delivered by their department 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 as well as feeling valued by their colleagues, students and customers.
- Staff being able to access learning and development opportunities and feeling they are given the same opportunities to develop as other staff.

In 2013 there are 7 (or 6% 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, with staff having to put in a lot of extra time to meet the demands of their workload and often worrying about work outside working hours.
- Doing more to help staff prepare for and cope with change.
- Different parts of the University not communicating effectively with each other and communications between senior management and staff not being effective.
- Staff not having a place where they can go for rest at work.

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

## Comparisons with the 2011 Staff Survey

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 2011 – i.e. the proportion of agree/disagree questions with a score of over 3.00 has increased from 45% in 2011 to 51% in 2013.

The average score in 2013 for all agree/disagree questions is 3.03, compared to 2.93 in 2011 (the directly comparable score for 2011 is 2.94 based on questions asked in 2011 and 2013).

A year-on-year comparison of questions which can be measured has revealed 48 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:

### *Managing Change*

- More staff say recent changes have been well planned (up from 38% in 2011 to 63% in 2013) and well explained (up from 35% to 58%);
- More staff say generally change within the University is managed well (up from 43% to 61%) and the pace of change in the University is about right (up from 34% to 40%);
- Fewer staff say, generally, more could be done to help staff prepare for and cope with change (down from 79% to 62%), the process of change causes concern and worry (down from 48% to 34%) and there is too much local change for change sake (down from 47% to 35%);
- More staff say they have seen some positive changes in the last 12 months (up from 58% to 70%) and they think things will improve in the next 12 months (up from 49% to 63%).

### *University's Senior Management Team*

- More staff say the Senior Management Team build strong, positive relationships with the local community (up from 60% to 76%) and build strong, co-operative links with other external organisations (up from 79% in 2011 to 89% in 2013);
- More staff say the Senior Management Team set out a clear vision of where the University is headed (up from 62% to 74%), manage and lead the University well (up from 70% to 80%), listen to and respond to the views of staff (up from 37% to 44%) and support new ideas for improving services for students/customers (up from 66% to 72%);
- The 2013 survey included a don't know option for these questions while the 2011 survey did not. These 'don't know' responses have been removed from the 2013 scores to enable comparisons with the 2011 scores, however due to this response format change, caution is advised when comparing these results.

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

### *Work-Life Balance*

- More staff say the University provides good support to help them balance work and personal commitments (up from 60% in 2011 to 70% in 2013) and their immediate manager helps them find a good work-life balance (up from 66% to 74%).

Capita's analysis shows the proportion of issues which are viewed negatively in the University has changed over time because the proportion of these questions with a score below 2.5 is 6% in 2013, compared to 12% for the 2011 staff survey.

A year-on-year comparison of questions shows two issues where there is a statistically significant fall in staff views. These are:

- Fewer staff feel, overall, the University offers a good pay and reward package (down from 75% to 65%);
- Fewer staff have a clear understanding about their role within the University (down from 92% to 88%).

Fewer staff also feel the University is interested in their well-being (down from 64% answering 'yes' compared to 54% who agreed/tended to agree in 2013).

Fewer staff are also aware of the University's Dignity and Respect for Students and Staff Policy (down from 74% who agreed/tended in 2011 compared to 66% answering 'yes' in 2013).

## 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 (2013)	Value assigned to response
Agree	4
Tend to agree	3
Tend to disagree	2
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 or tended to agree 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 or tended to disagree 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).

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



## Background

In autumn 2012, the University of Bath commissioned Capita Surveys and Research to conduct its staff survey. The University believes its staff are key to achieving its objectives and maintaining excellence as one of the UK's leading universities. The survey gathered staff views on what they enjoy about working at the University and what could be better; this will help ensure the University of Bath retains and recruits the most talented people.

The survey was designed by Capita Surveys and Research (in conjunction with the University) as an e-survey, with an option to complete the survey over the telephone or in a paper format. The survey was distributed in March with a closure date of 19th April 2013. Capita's Survey and Research Unit processed and validated 1,853 completed survey questionnaires from University of Bath employees; this gives a response rate of 68% based on 2,740 staff invited to take part (an improvement on the 2011 rate of 53%).

For every survey response submitted, the University donated £1 to charity (respondents could select one of five charities on the survey questionnaire).

### **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 2013 and 2011.

#### **Part B includes**

Key employee engagement and organisation climate indicators, and comparisons with other HEIs.

#### **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 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.

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[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 questions which can be measured has revealed 50 issues were statistically significantly different; two issues deteriorated and 48 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 2013 results and the 2011 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 2011, whereas a difference highlighted in **green** shows an improved score in 2013.

At Question Block 4, 'don't know' responses have been removed from the 2013 scores to enable comparisons with the 2011 scores, however due to this response format change, caution is advised when comparing these results.

**Table 1: Statistically significant improvements**

Question	2013 Agree %	2011 Agree %	Difference (Percentage points)
Q12.2 Recent changes (in the last 12 months) have been well planned	63%	38%	25%
Q12.3 Recent changes (in the last 12 months) have been well explained	58%	35%	23%
Q12.5 Generally change within the University is managed well	61%	43%	18%
Q12.8 Generally more could be done to help staff prepare for and cope with change	62%	79%	-17%
Q1.17 I feel that too many approvals are needed for routine decisions	43%	60%	-17%
Q4.5 To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group build strong, positive relationships with the local community	76%	60%	16%
Q12.10 Generally I think things will improve in the next 12 months	63%	49%	14%
Q12.6 Generally the process of change causes me concern and worry	34%	48%	-14%
Q2.12 I feel my job security at the University is good	79%	66%	13%
Q12.9 Generally I have seen some positive changes in the last 12 months	70%	58%	12%
Q12.7 Generally there is too much local change for change sake	35%	47%	-12%
Q1.1 The University provides good support to help me balance my work and personal commitments	70%	60%	10%
Q4.2 To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group set out a clear vision of where the University is headed	74%	62%	12%
Q4.6 To what extent do you agree the University's Senior Management Team	89%	79%	10%

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

Question	2013 Agree %	2011 Agree %	Difference (Percentage points )
i.e. Vice-Chancellor's Group build strong, co-operative links with other external organisations			
Q4.1 To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group manage and lead the University well	80%	70%	10%
Q2.1 The University is a good place to work	93%	84%	9%
Q11.9 On the whole, the different parts of the University communicate effectively with each other	45%	36%	9%
Q1.16 I feel priorities are changed too frequently for me to work efficiently	33%	42%	-9%
Q13.5 Relationships at work are strained	24%	33%	-9%
Q1.2 My immediate manager helps me find a good work-life balance	74%	66%	8%
Q2.8 I feel I belong to a team	80%	72%	8%
Q10.5 I am confident I will get feedback on my ideas or suggestions	68%	61%	7%
Q3.1 I feel the University delivers good quality service to students/customers	93%	86%	7%
Q3.5 I identify with the values of the University	72%	65%	7%
Q10.8 I feel there is good co-operation between different departments	54%	47%	7%
Q12.4 Generally change within my department/service is managed well	68%	61%	7%
Q4.4 To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group listen to and respond to the views of staff	44%	37%	7%
Q7.3 I have a clean work space	80%	73%	7%
Q4.3 To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group support new ideas for improving services for students/customers	72%	66%	6%
Q11.8 Communication between senior management and staff is effective	51%	45%	6%
Q13.8 I am able to take regular breaks on most days	65%	59%	6%
Q12.1 The current pace of change in the University is: About right	40%	34%	6%
Q3.7 Would you recommend the University to a friend as a place to work?	79%	73%	6%
Q3.3 I could explain to someone who didn't work here, what the University is trying to achieve	76%	71%	5%
Q3.4 I understand what the values of the University are	74%	69%	5%
Q5.5 My team leader/line manager/immediate supervisor gives me recognition for work done well	80%	75%	5%
Q5.6 My team leader/line manager/immediate supervisor provides me with feedback about my performance	76%	71%	5%
Q5.13 My team leader/line manager/immediate supervisor understands the technical aspects of my work	79%	74%	5%

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

Question	2013 Agree %	2011 Agree %	Difference (Percentage points)
Q13.2 I am satisfied with the support I get from my immediate manager	81%	76%	5%
Q1.12 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	65%	70%	-5%
Q1.13 I often worry about work outside my working hours	57%	62%	-5%
Q1.14 I find my current workload too much and I am struggling to cope	34%	39%	-5%
Q2.2 Generally, I enjoy my work	93%	89%	4%
Q2.4 My work gives me a sense of personal achievement	83%	79%	4%
Q2.10 I feel valued by my colleagues	87%	83%	4%
Q5.1 My team leader/line manager/immediate supervisor ensures I have the skills to be able to do my job well	85%	81%	4%
Q13.3 I am satisfied with the support I get from my work colleagues	89%	86%	3%
Q15.4c The University respects equally people irrespective of their disability status	97%	94%	3%

**Table 2: Statistically significant deteriorations**

Question	2013 Agree %	2011 Agree %	Difference (Percentage points)
Q6.3 Overall, I feel the University offers a good pay and reward package	65%	75%	-10%
Q1.4 I have a clear understanding about my role within the University	88%	92%	-4%

The responses to Q13.9 in the 2013 survey (I feel the University is interested in my well-being) are not directly comparable to the same question in the 2011 survey, because different response categories were used. However, the 54% who agreed/tended to agree is likely to be a statistically significantly worse result than the 64% who answered 'Yes' in 2011.

Different response categories were used for Q14.1 (Are you aware of the University's Dignity and Respect for Students and Staff Policy) in the 2013 and 2011 surveys. The 2013 score of 66% answering 'Yes' is likely to be a statistically significantly worse result than the 74% who agreed/tended to agree to this question in 2011.

Note: Figures in the '2013 agree %' and '2011 agree %' columns above are shown to the nearest whole number; figures in the 'Difference' column are based on the difference between these rounded figures.

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

## 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 2012/13.

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 average<sup>1</sup> 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.

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<sup>1</sup> 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 2013 Agree %	HEI Norm Agree %	Statistically Significant Difference
Q1.2	My immediate manager helps me find a good work-life balance	74%	70%	Yes
Q1.8	I am satisfied with my current role and level of responsibility	75%	75%	No
Q2.1	The University is a good place to work	93%	91%	Yes
Q2.2	Generally, I enjoy my work	93%	91%	No
Q2.3	My work is varied and interesting to me	88%	90%	Yes
Q2.4	My work gives me a sense of personal achievement	83%	87%	Yes
Q4.1	To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group manage and lead the University well (excludes 'don't know' responses)	80%	73%	Yes
Q5.1	My team leader/line manager/immediate supervisor ensures I have the skills to be able to do my job well	85%	82%	Yes
Q6.2	I feel fairly paid for the work I do	58%	68%	Yes
Q7.6	I feel safe and secure in my working environment	95%	92%	Yes
Q9.3	I am satisfied with my current level of learning and development	75%	71%	Yes
Q11.7	On the whole, communication in the University is effective	62%	63%	No

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

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

Survey Question No.	Question	University of Bath 2013 Agree %	HEI Norm Agree %	Statistically Significant Difference
Q12.8	Generally more could be done to help staff prepare for and cope with change	62%	78%	Yes
Q13.11	Overall I feel unduly stressed at work	28%	28%	No
Q14.2	Are you currently being harassed or bullied at work?	3%	5%	Yes
Q15.5	Have you felt discriminated against at work in the last 12 months?	8%	10%	Yes
Q16.1	I often think about leaving the University	35%	43%	Yes

Note: Figures above are shown to the nearest whole number above; however scores have been calculated using unrounded figures.

[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 the 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 3.00<sup>2</sup> 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 said 'agree' or 'tend to agree' to a positive statement or question seeking a positive answer ('disagree' or 'tend to disagree' where there is a negative statement or question seeking a negative answer).

### Equality and diversity

Most respondents said the University respects people equally irrespective of their sexual orientation, gender, age, nationality/ethnicity, transgender status, religion (or no religion) and disability status.

Most respondents said they feel the University acts fairly, regardless of race, gender, religion and belief, sexual orientation, disability, age, pregnancy and maternity, transgender, marriage and civil partnership with regard to recruitment, development opportunities and career progression/promotion.

Most respondents said they are satisfied with their level of awareness of diversity issues and how to react appropriately with colleagues, and they believe the University is committed to equality of opportunity for all of its staff.

### 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 are satisfied with their current role and level of responsibility.

### Work environment

Most respondents said they feel safe and secure in their working environment, they feel they have sufficient work space and their work space is clean. In addition, they said it is not too noisy in their area of work and they have the right equipment to do their job.

### Immediate managers

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

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<sup>2</sup> 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.

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



Most respondents said their team leader/line manager/immediate supervisor has sufficient authority to make decisions, provides them with feedback about their performance, 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, keep them informed about things they should know about and involves them in decisions made that affect them in their own area of work.

Most respondents said they are satisfied with the support from their immediate manager, and their immediate manager helps them to find a good work-life balance.

**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 generally, they enjoy their work. Most respondents said their motivation at work is generally high, their work is varied and interesting to them and it 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.

In addition, most respondents did not agree that they are actively seeking to leave the employment of the University. Most feel their job security at the University is good.

**Quality of service**

Most respondents feel their department 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.

Most respondents do not feel relationships at work are strained.

**Feeling valued**

Most respondents feel they belong to a team and feel part of their department. In addition, most feel valued by their colleagues and students/customers.

**Learning and development**

Most respondents said they are able to access learning and development opportunities, even if they don't take them up. In addition, most feel they are given the same opportunities to develop as other staff.

**Senior Management Team**

Most respondents said the University's Senior Management Team (i.e. Vice-Chancellor's Group) build strong, co-operative links with other external organisations.

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

## **Information**

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

## **Culture and values**

Most respondents said they could explain what the University does to someone who didn't work there.

## PART D – Areas for Improvement

To identify the areas for improvement within the 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 2.50<sup>3</sup> 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 said 'disagree' or 'tend to disagree' to a positive statement or question seeking a positive answer ('agree' or 'tend to agree' where there is a negative statement or question seeking a negative answer).

### Workload

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, and they often worry about work outside working hours.

### Rest at work

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

### Preparation for change

Many respondents feel more could be done to help staff prepare for and cope with change.

### Communication

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.

Many respondents feel on the whole, the different parts of the University do not communicate effectively with each other.

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<sup>3</sup> 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.

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

## **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.

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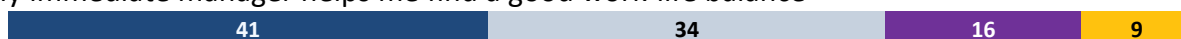
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## Question Block 1: Job Role and Work Life Balance

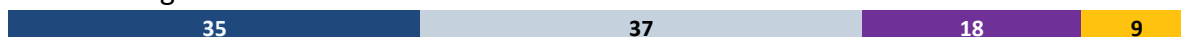
Q1.1 The University provides good support to help me balance my work and personal commitments



Q1.2 My immediate manager helps me find a good work-life balance



Q1.3 I feel I have a good work life balance



I have a clear understanding about...

(Q1.4) ...my role within the University



(Q1.5) ...what I am expected to achieve in my job



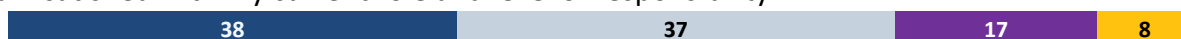
(Q1.6) ...expected standards of performance



(Q1.7) ...expected standards of behaviour



Q1.8 I am satisfied with my current role and level of responsibility



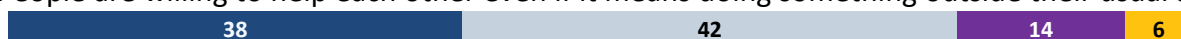
Q1.9 I am trusted to do my job



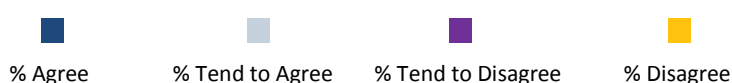
Q1.10 The division of responsibilities between staff in my work area works well



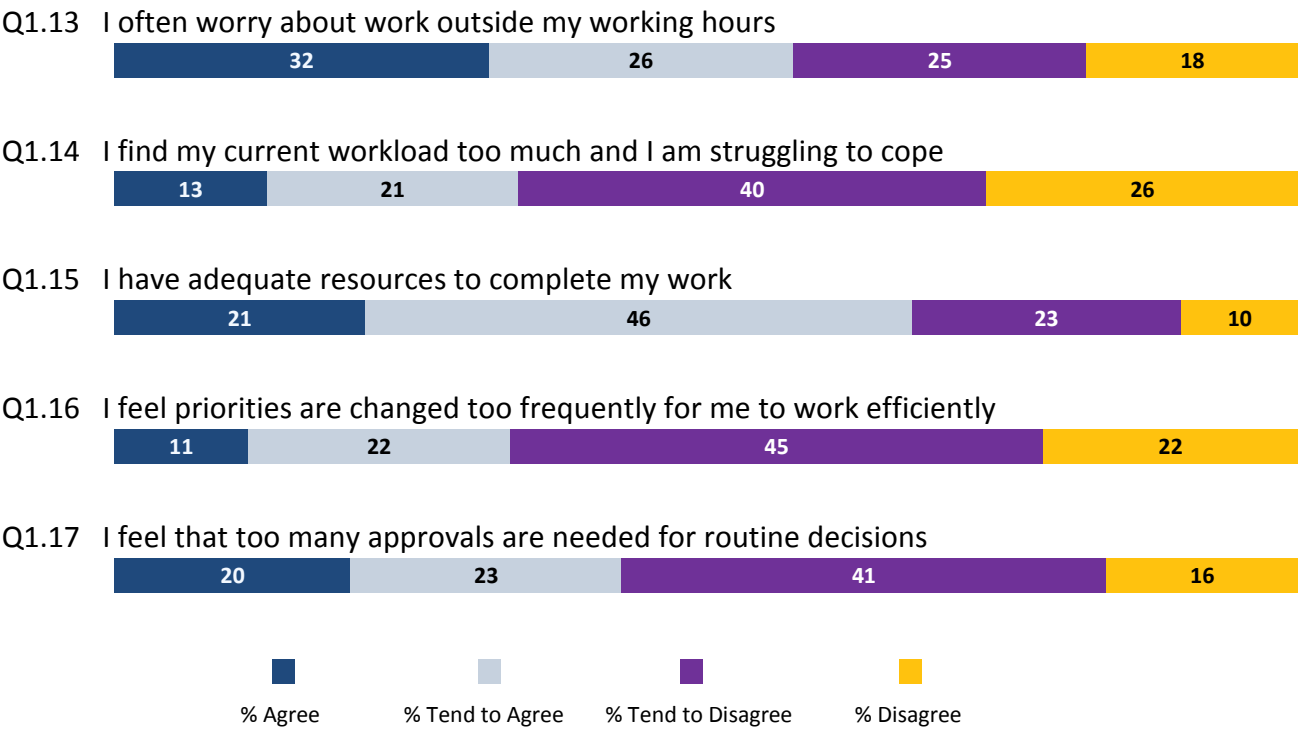
Q1.11 People are willing to help each other even if it means doing something outside their usual activities



Q1.12 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



Question Block 1: Job Role and Work Life Balance



## Question Block 2: Job Satisfaction

Q2.1 The University is a good place to work



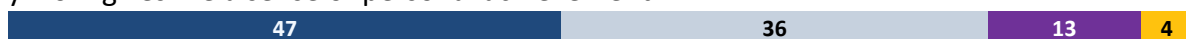
Q2.2 Generally, I enjoy my work



Q2.3 My work is varied and interesting to me



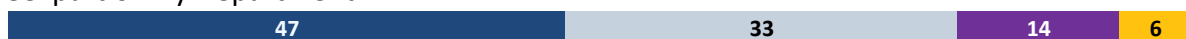
Q2.4 My work gives me a sense of personal achievement



Q2.5 My motivation at work is generally high



Q2.6 I feel part of my Department



Q2.7 I feel part of the University



Q2.8 I feel I belong to a team



Q2.9 I feel valued by the University



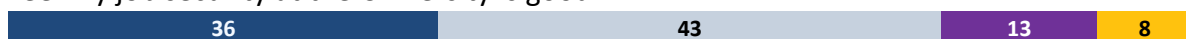
Q2.10 I feel valued by my colleagues



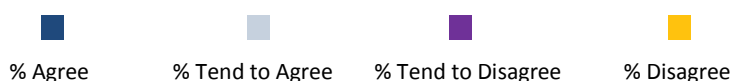
Q2.11 I feel valued by students/customers



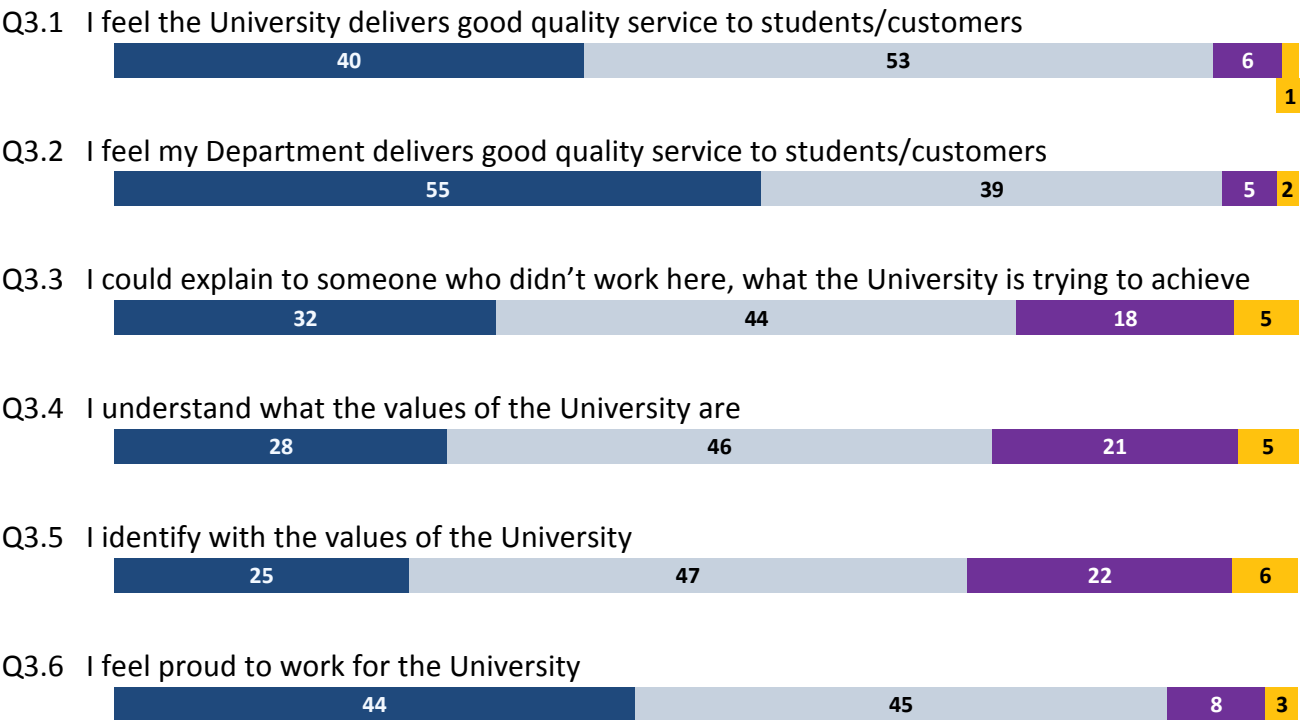
Q2.12 I feel my job security at the University is good



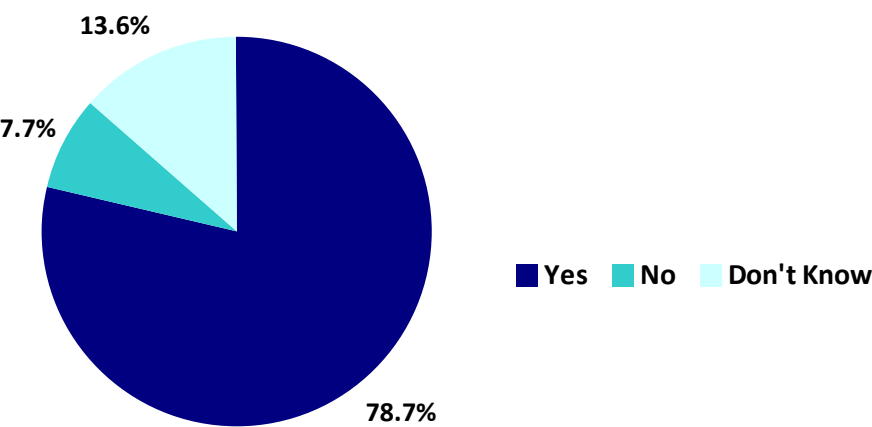
Q2.13 I'm not interested in the University; to me it's just a job



Question Block 3: Culture and Values



Q3.7 Would you recommend the University to a friend as a place to work?



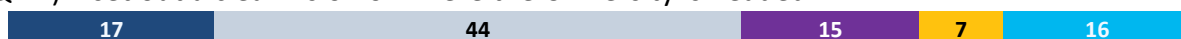


## Question Block 4: Leadership

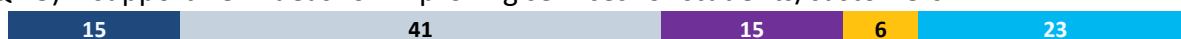
To what extent do you agree the University's Senior Management Team i.e. Vice-Chancellor's Group  
(Q4.1) ...manage and lead the University well



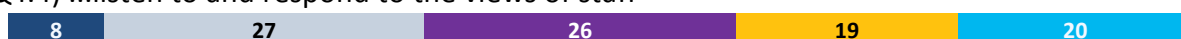
(Q4.2) ...set out a clear vision of where the University is headed



(Q4.3) ...support new ideas for improving services for students/customers



(Q4.4) ...listen to and respond to the views of staff



(Q4.5) ...build strong, positive relationships with the local community



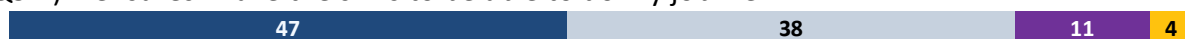
(Q4.6) ...build strong, co-operative links with other external organisations



## Question Block 5: My Manager/Supervisor

My team leader/line manager/immediate supervisor...

(Q5.1) ...ensures I have the skills to be able to do my job well



(Q5.2) ...is available when needed



(Q5.3) ...is approachable



(Q5.4) ...respects and values me



(Q5.5) ...gives me recognition for work done well



(Q5.6) ...provides me with feedback about my performance



(Q5.7) ...provides me with help and support to enable me to achieve my objectives



(Q5.8) ...helps to motivate me to give my best



(Q5.9) ...keeps me informed about things I should know about



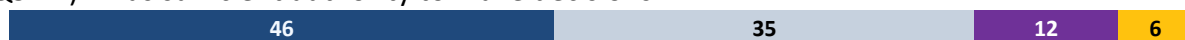
(Q5.10) ...deals with poor performance effectively



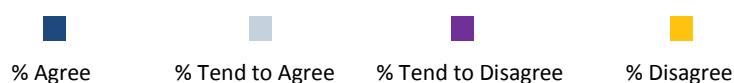
(Q5.11) ...involves me in decisions made that affect me in my own area of work



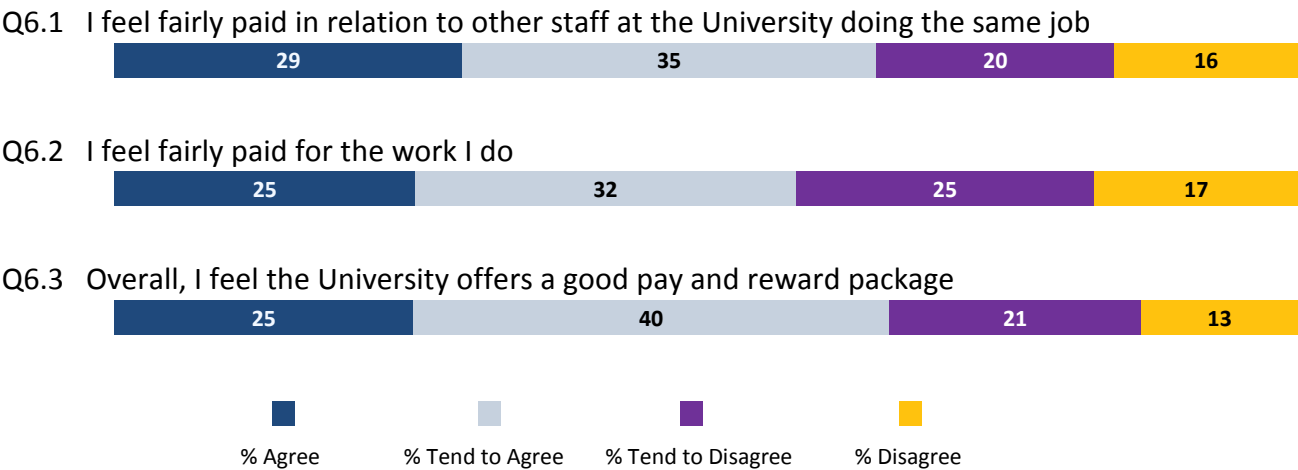
(Q5.12) ...has sufficient authority to make decisions



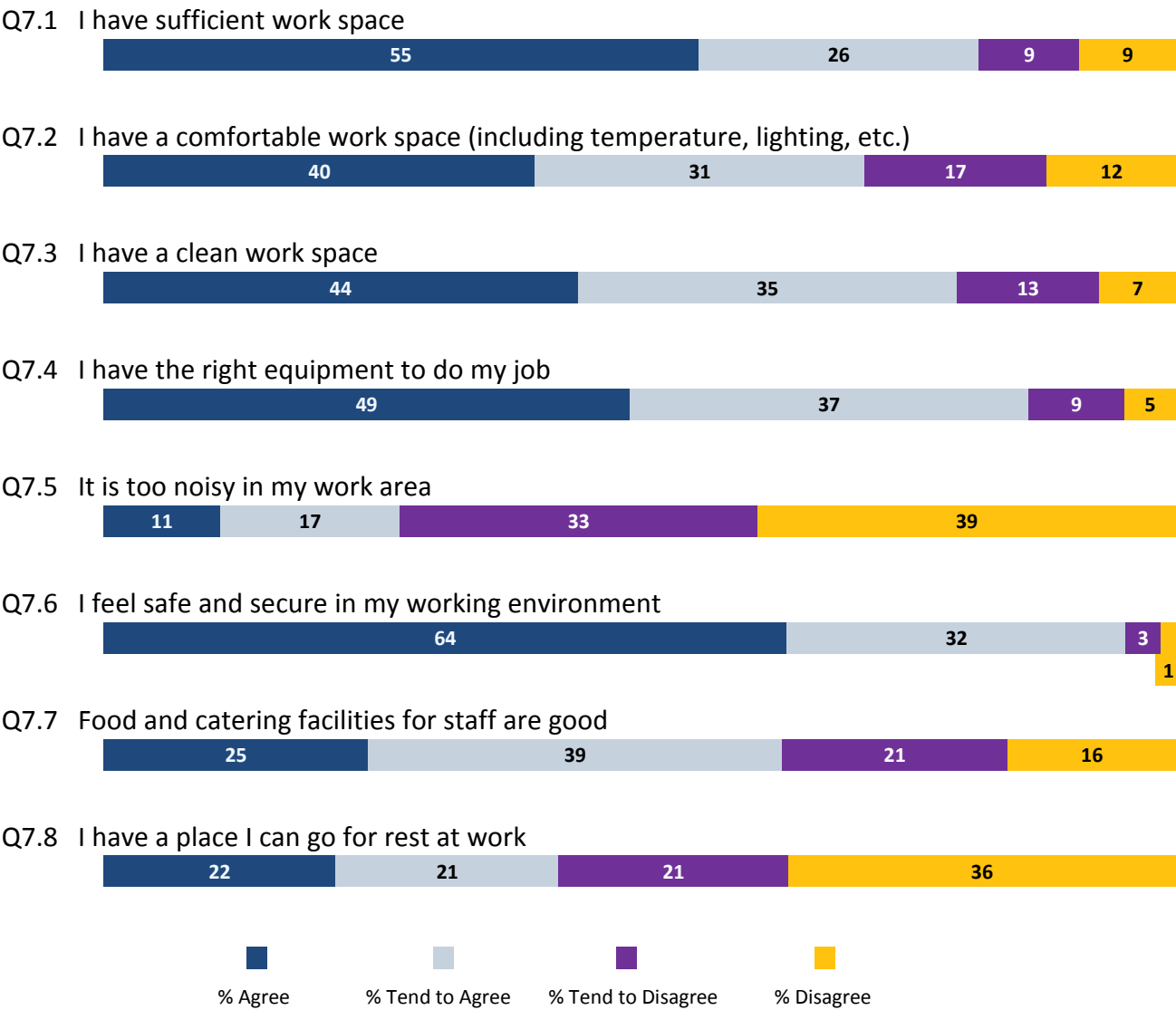
(Q5.13) ...understands the technical aspects of my work



Question Block 6: Pay and Conditions

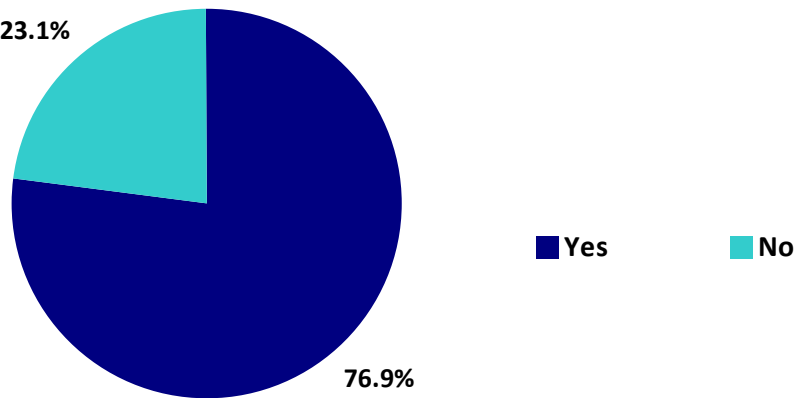


Question Block 7: Work Environment

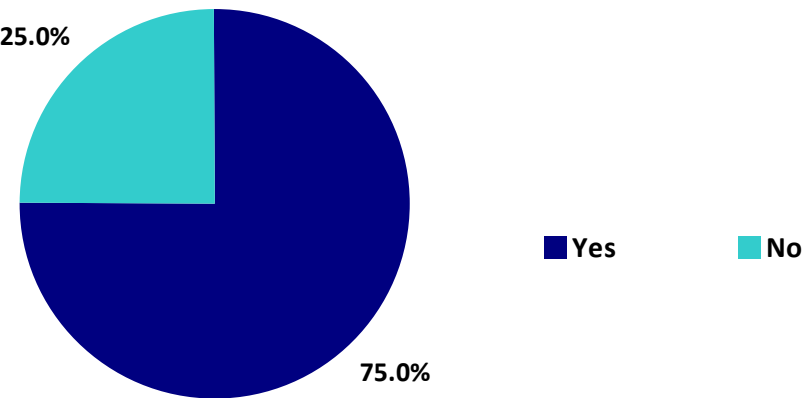


Question Block 8: Staff Development and Performance Review (SDPR)

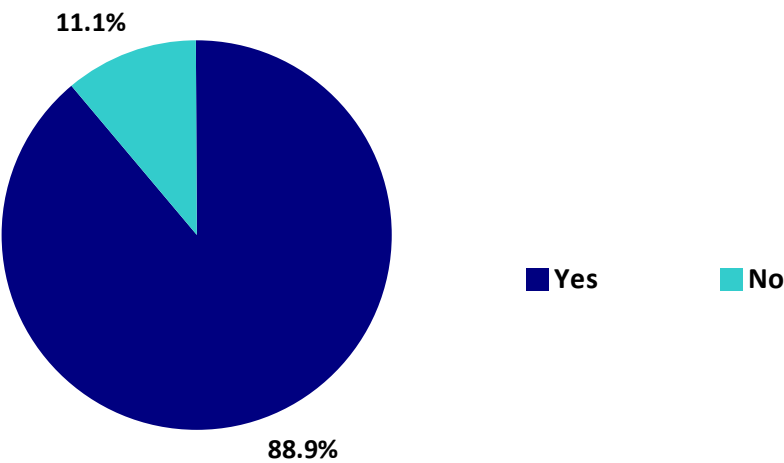
Q8.1 Have you had a SDPR/performance review or probation review in the last 12 months?



Q8.2 Was your SDPR/performance review or probation review useful for you? (Percentage based on respondents answering 'Yes' to Q8.1)

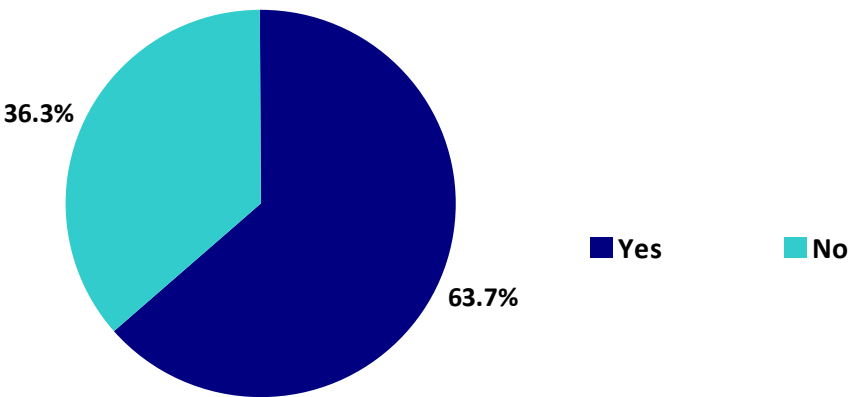


Q8.3 Did you agree clear objectives as part of your SDPR/performance review or probation review? (Percentage based on respondents answering 'Yes' to Q8.1)

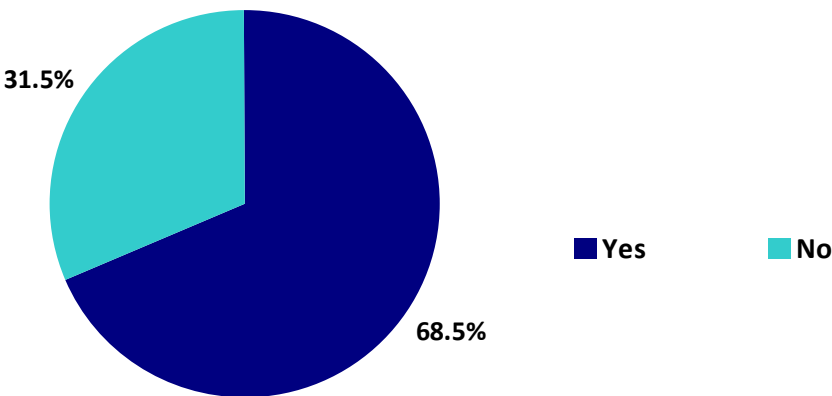


Question Block 8: Staff Development and Performance Review (SDPR)

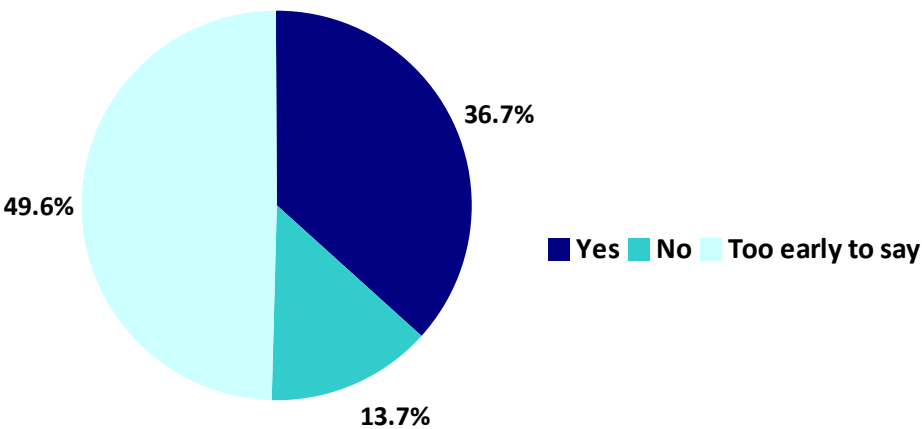
Q8.4 Did the SDPR /performance review or probation review leave you feeling your work is valued by the University? (Percentage based on respondents answering 'Yes' to Q8.1)



Q8.5 As part of your SDPR/performance review or probation review, did you identify training, learning and development needs? (Percentage based on respondents answering 'Yes' to Q8.1)

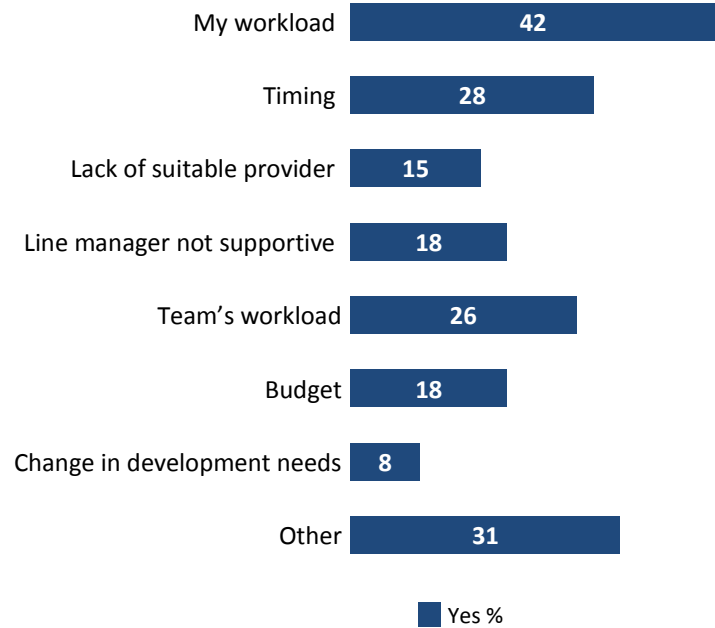


Q8.6 Have you received the training, learning and development which were identified? (Percentage based on respondents answering 'Yes' to Q8.5)

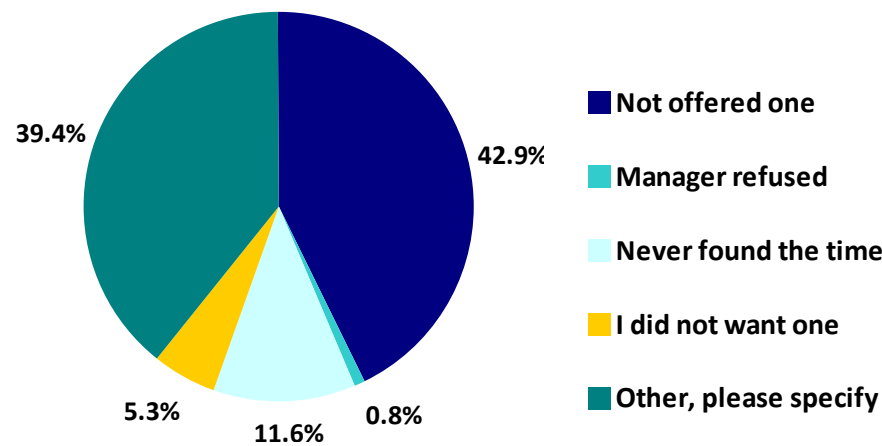


Question Block 8: Staff Development and Performance Review (SDPR)

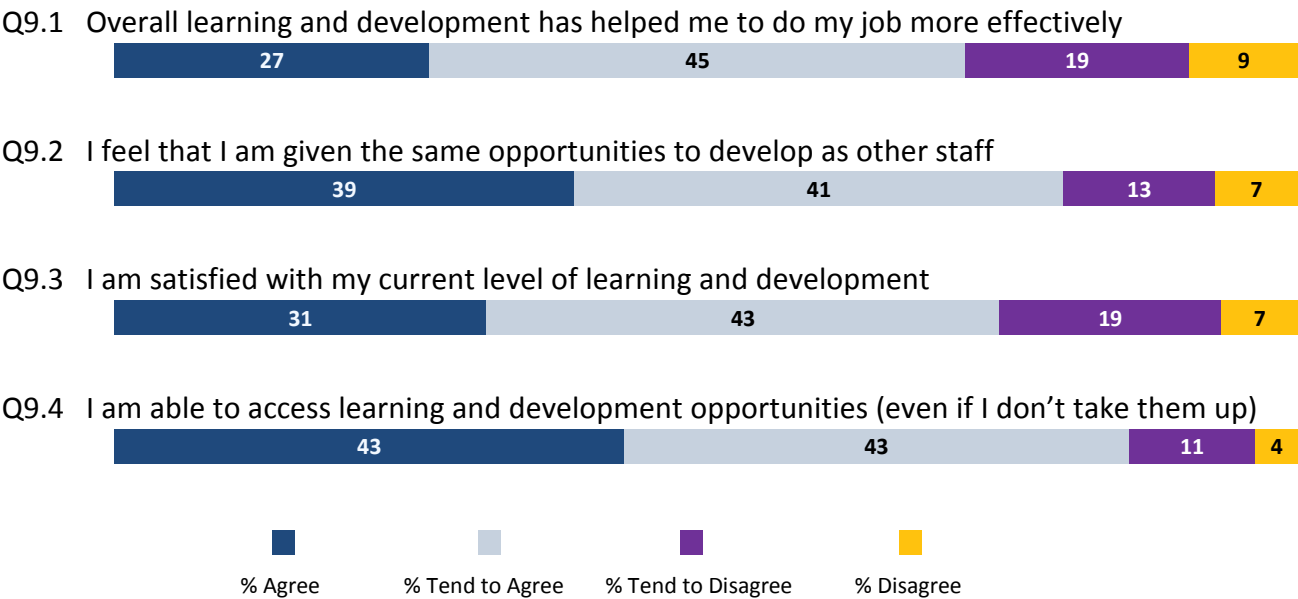
Q8.7 If NO, why was this? (Percentage based on respondents answering 'No' to Q8.6)



Q8.8 If you have NOT had an individual SDPR/performance review or probation review, why was this?



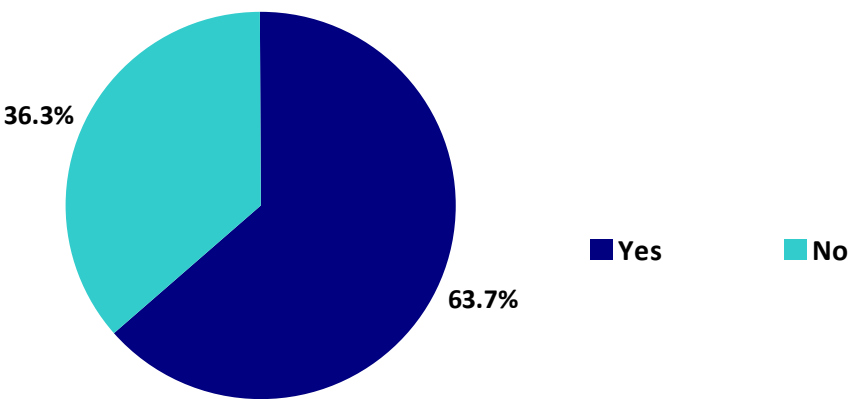
Question Block 9: Learning and Development



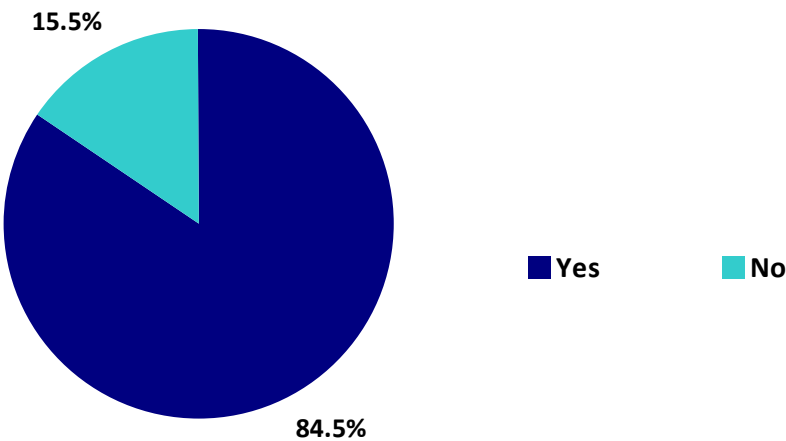


Question Block 9: Learning and Development

Q9.5 In the past 12 months, have you taken part in any type of training, learning or development paid for or provided by the University?



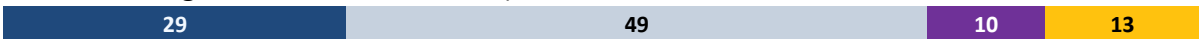
Q9.6 If yes, have you had the opportunity to put your new skills/knowledge to use?  
(Based on respondents answering 'Yes' to Q9.5)



Q9.7a a) How satisfied were you with your induction to the University? (Percentage based on respondents answering '0-12 months' to Q18.5)

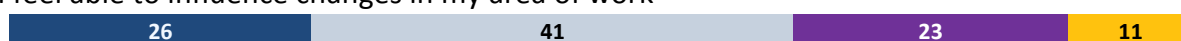


Q9.7b b) How satisfied were you with your induction to your department/service? (Percentage based on respondents answering '0-12 months' to Q18.5)



## Question Block 10: Staff Involvement

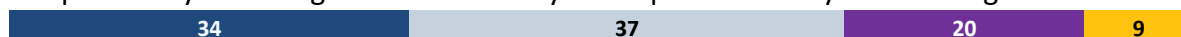
Q10.1 I feel able to influence changes in my area of work



Q10.2 If I want to put forward new ideas or suggestions for improvement, I know how to do so



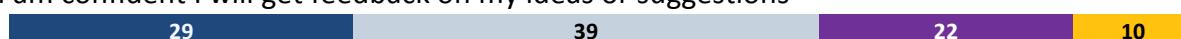
Q10.3 I am personally encouraged to look for ways to improve the way we do things



Q10.4 I am confident my ideas or suggestions will be listened to



Q10.5 I am confident I will get feedback on my ideas or suggestions



Q10.6 I feel there are adequate opportunities to raise points of concern

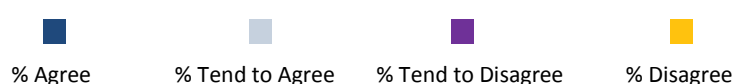


I feel there is good co-operation...

(Q10.7) ...between teams in my department

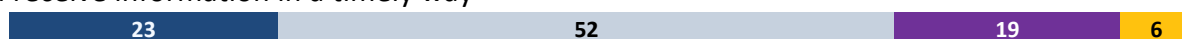


(Q10.8) ...between different departments



## Question Block 11: Communication

Q11.1 I receive information in a timely way



Q11.2 The information I receive is straightforward and I understand it



Q11.3 I am adequately informed about changes that affect me



Q11.4 I am adequately informed about the key issues affecting my work



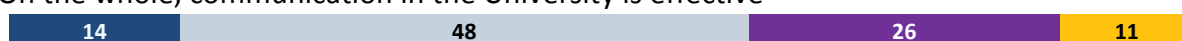
Q11.5 I am adequately informed about the key issues affecting the University



Q11.6 I know where to find information about important decisions made at the University



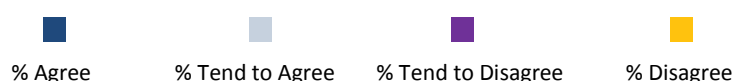
Q11.7 On the whole, communication in the University is effective



Q11.8 Communication between senior management and staff is effective

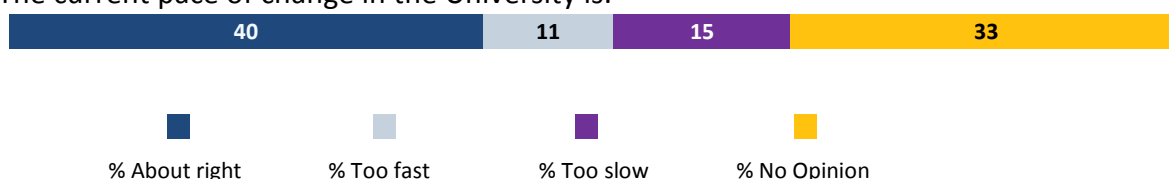


Q11.9 On the whole, the different parts of the University communicate effectively with each other



## Question Block 12: Managing Change

Q12.1 The current pace of change in the University is:



Q12.2 Recent changes (in the last 12 months) have been well planned



Q12.3 Recent changes (in the last 12 months) have been well explained



Generally...

(Q12.4) ...change within my department/service is managed well



(Q12.5) ...change within the University is managed well



(Q12.6) ...the process of change causes me concern and worry



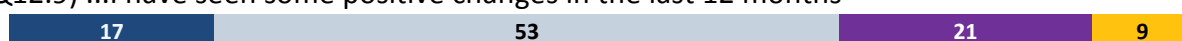
(Q12.7) ...there is too much local change for change sake



(Q12.8) ...more could be done to help staff prepare for and cope with change



(Q12.9) ...I have seen some positive changes in the last 12 months



(Q12.10) ...I think things will improve in the next 12 months



% Agree
 % Tend to Agree
 % Tend to Disagree
 % Disagree

### Question Block 13: Your Work Experience

Q13.1 I can decide on my own how to go about doing my work



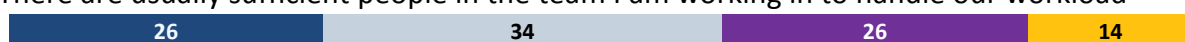
Q13.2 I am satisfied with the support I get from my immediate manager



Q13.3 I am satisfied with the support I get from my work colleagues



Q13.4 There are usually sufficient people in the team I am working in to handle our workload



Q13.5 Relationships at work are strained



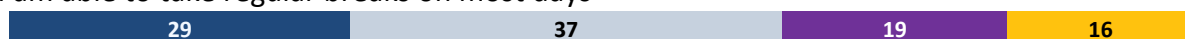
Q13.6 I am unable to handle all the conflicting demands on my time at work



Q13.7 I am required to do unimportant tasks which prevent me completing more important ones







Q13.8 I am able to take regular breaks on most days



Q13.9 I feel the University is interested in my well-being



 % Agree
  % Tend to Agree
  % Tend to Disagree
  % Disagree

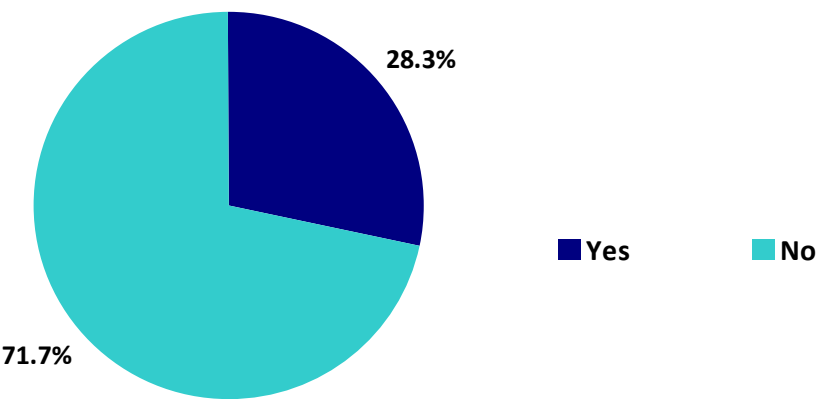
Q13.10 I feel stressed at work



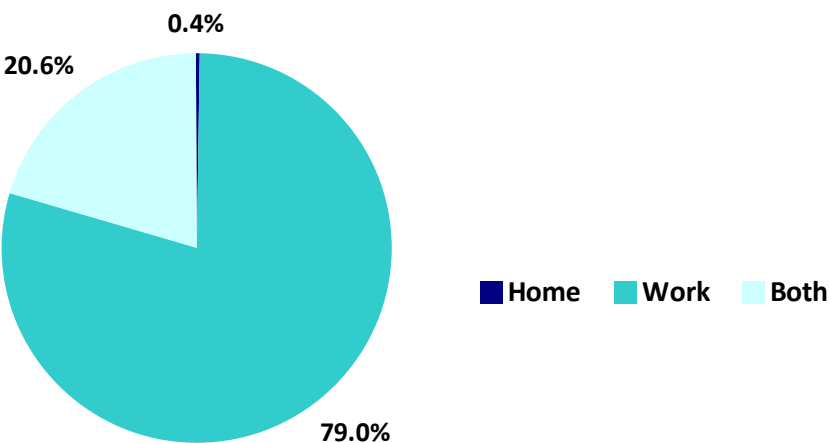
 % Always
  % Frequently
  % Occasionally
  % Never

Question Block 13: Your Work Experience

Q13.11 Overall I feel unduly stressed at work (Percentage based on respondents answering 'Always', 'Frequently' or 'Occasionally' to Q13.10)

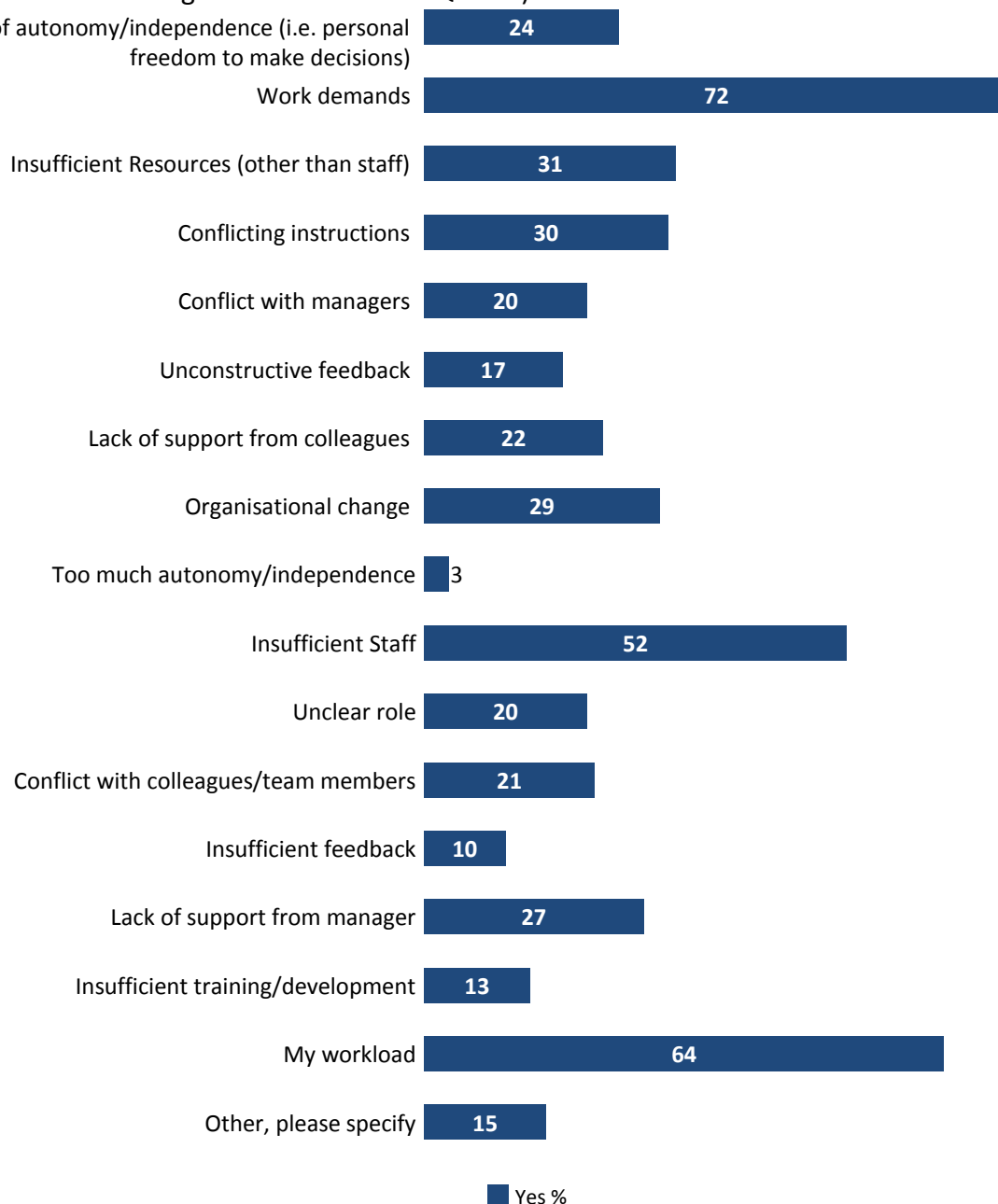


Q13.12 Is this due to: (Based on respondents answering 'Yes' to Q13.11)



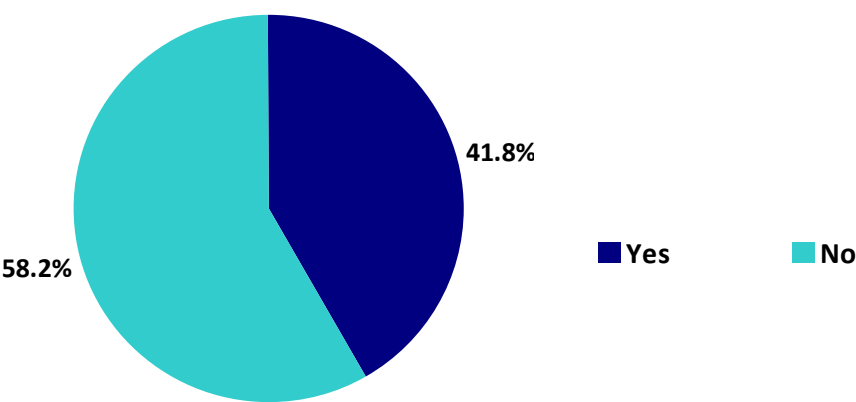
### Question Block 13: Your Work Experience

Q13.13 If your stress is related to work or both, what do you feel this is due to? (Percentage based on respondents answering 'Work' or 'Both' to Q13.12)

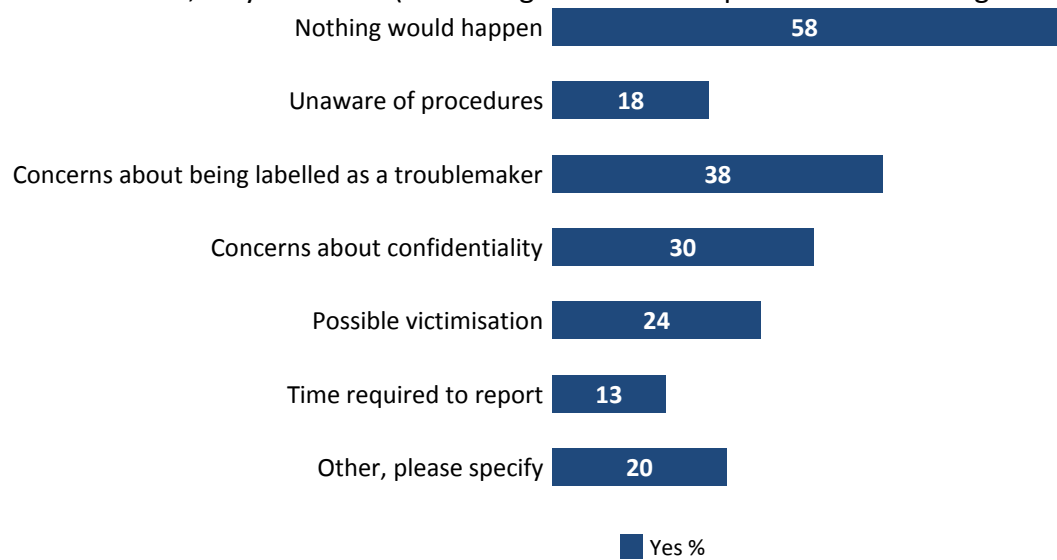


Question Block 13: Your Work Experience

Q13.14 Have you reported feeling stressed? (Percentage based on respondents answering 'Work' or 'Both' to Q13.12)



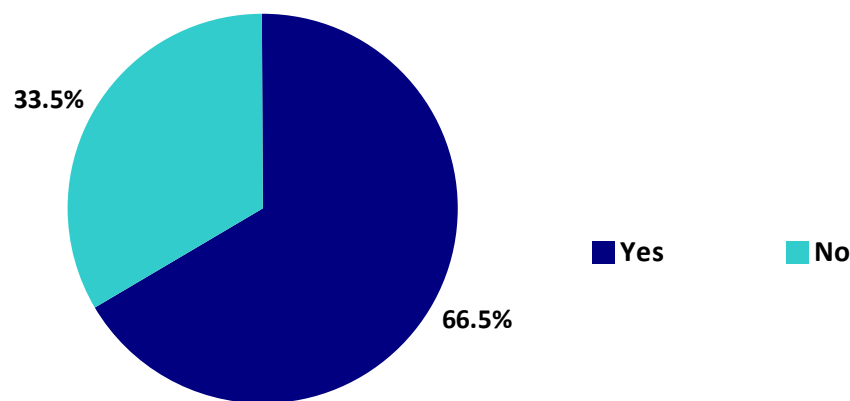
Q13.15 If not, why was this? (Percentage based on respondents answering 'No' to Q13.14)



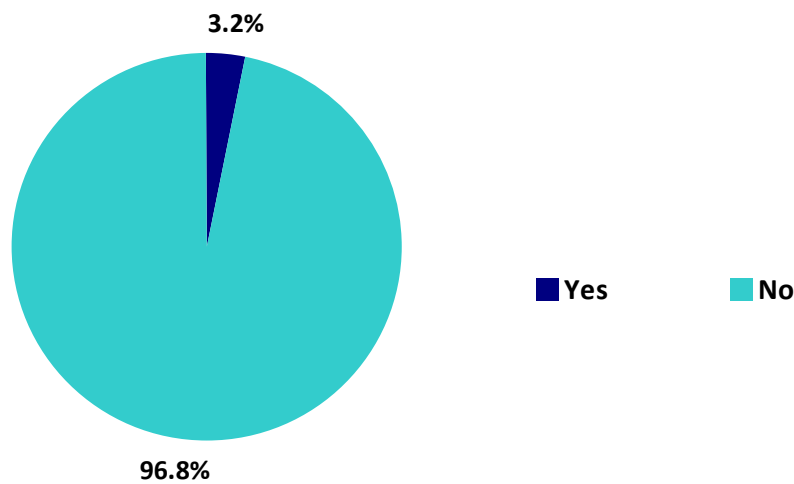


Question Block 14: Harassment and Bullying

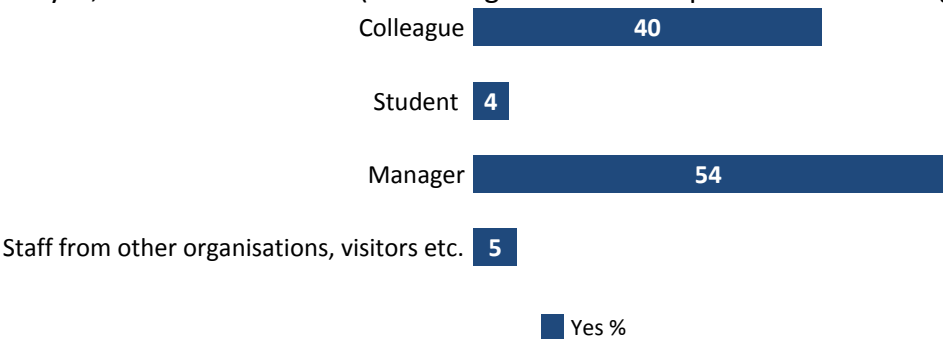
Q14.1 Are you aware of the University’s Dignity and Respect for Student and Staff Policy?



Q14.2 Are you currently being harassed or bullied at work?

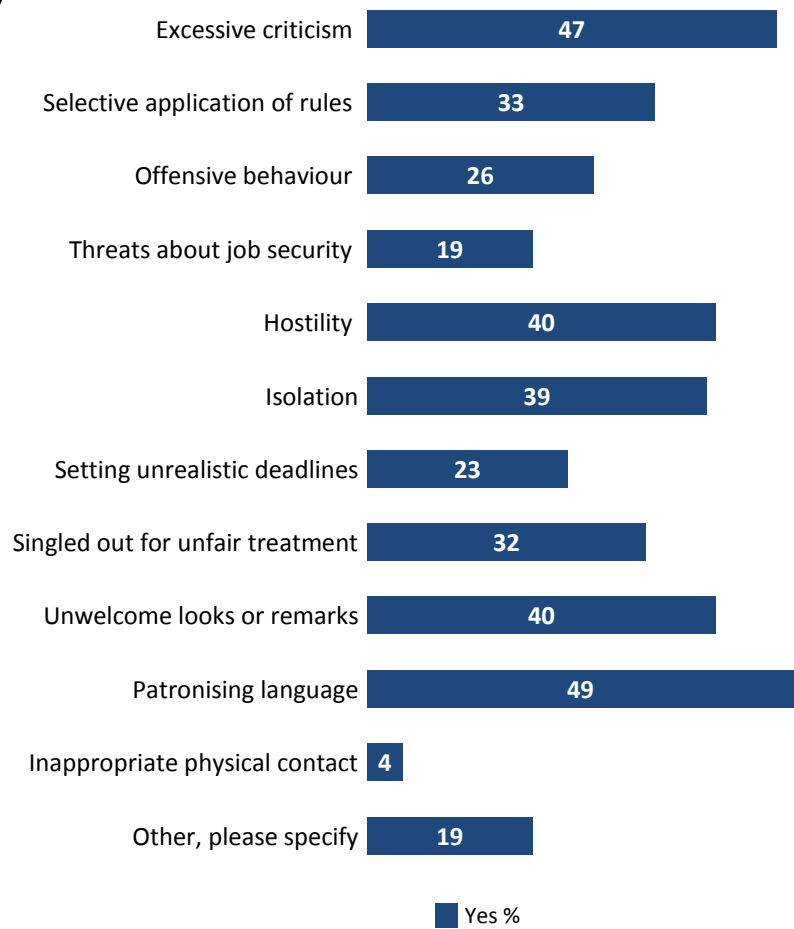


Q14.3 If yes, who is the source? (Percentage based on respondents answering 'Yes' to Q14.2)

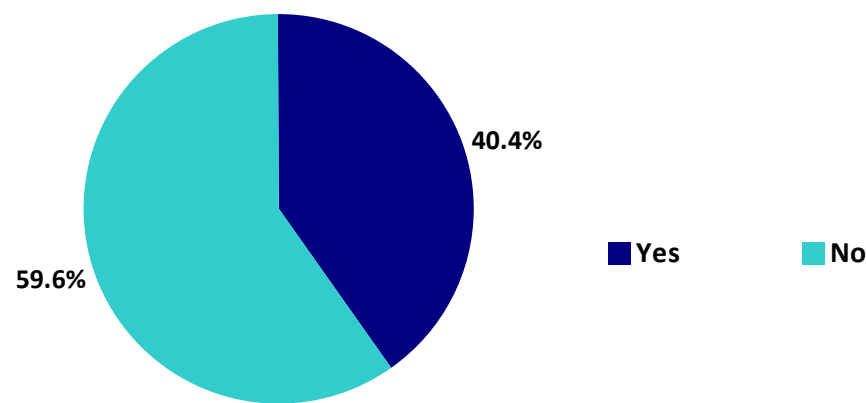


Question Block 14: Harassment and Bullying

Q14.4 What form does this harassment and bullying take? (Percentage based on respondents answering 'Yes' to Q14.2)

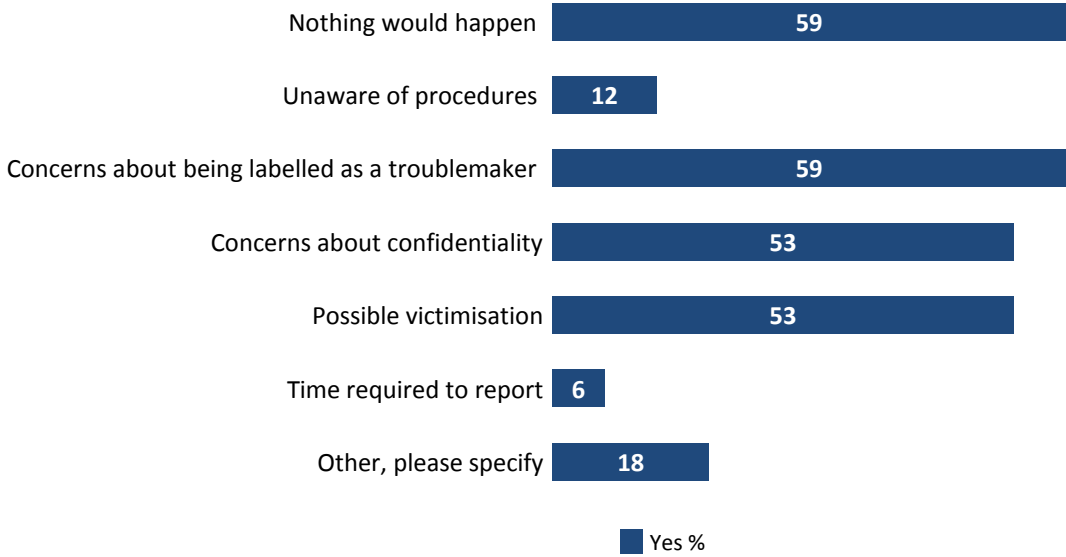


Q14.5 Have you reported this? (Percentage based on respondents answering 'Yes' to Q14.2)



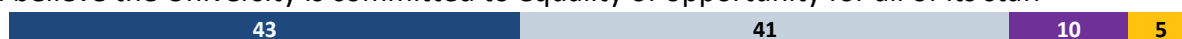
Question Block 14: Harassment and Bullying

Q14.6 If not, why was this? (Percentage based on respondents answering 'No' to Q14.5)



## Question Block 15: Diversity and Equality

Q15.1 I believe the University is committed to equality of opportunity for all of its staff



Q15.2 I am satisfied with my level of awareness of diversity issues and how to react appropriately with colleagues



Q15.3 I feel the University acts fairly, regardless of race, gender, religion and belief, sexual orientation, disability, age, pregnancy and maternity, transgender, marriage and civil partnership with regard to...

(a) ...recruitment



(b) ...development opportunities



(c) ...career progression/promotion



Q15.4 The University respects equally...

(a) ...people irrespective of their gender



(b) ...people irrespective of nationality/ethnicity



(c) ...people irrespective of their disability status



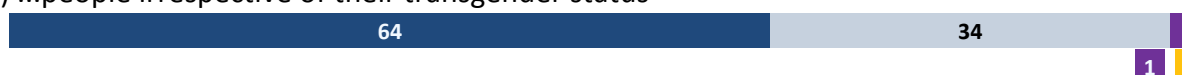
(d) ...people irrespective of their age



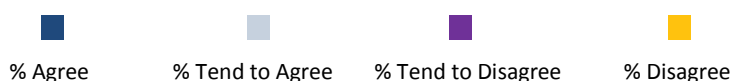
(e) ...people irrespective of their sexual orientation



(f) ...people irrespective of their transgender status

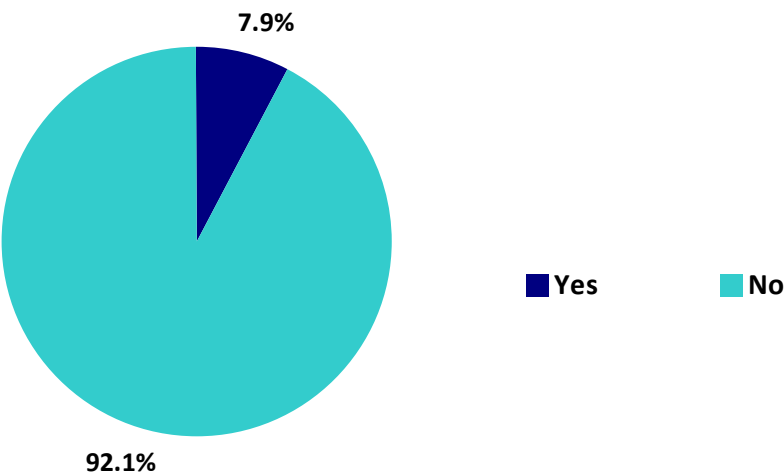


(g) ...people irrespective of their religion or no religion



Question Block 15: Diversity and Equality

Q15.5 Have you felt discriminated against at work in the last 12 months?



Q15.6 If yes, was the person responsible: (Percentage based on respondents answering 'Yes' to Q15.5)

More senior than you? 66

At the same level as you? 16

More junior than you? 5

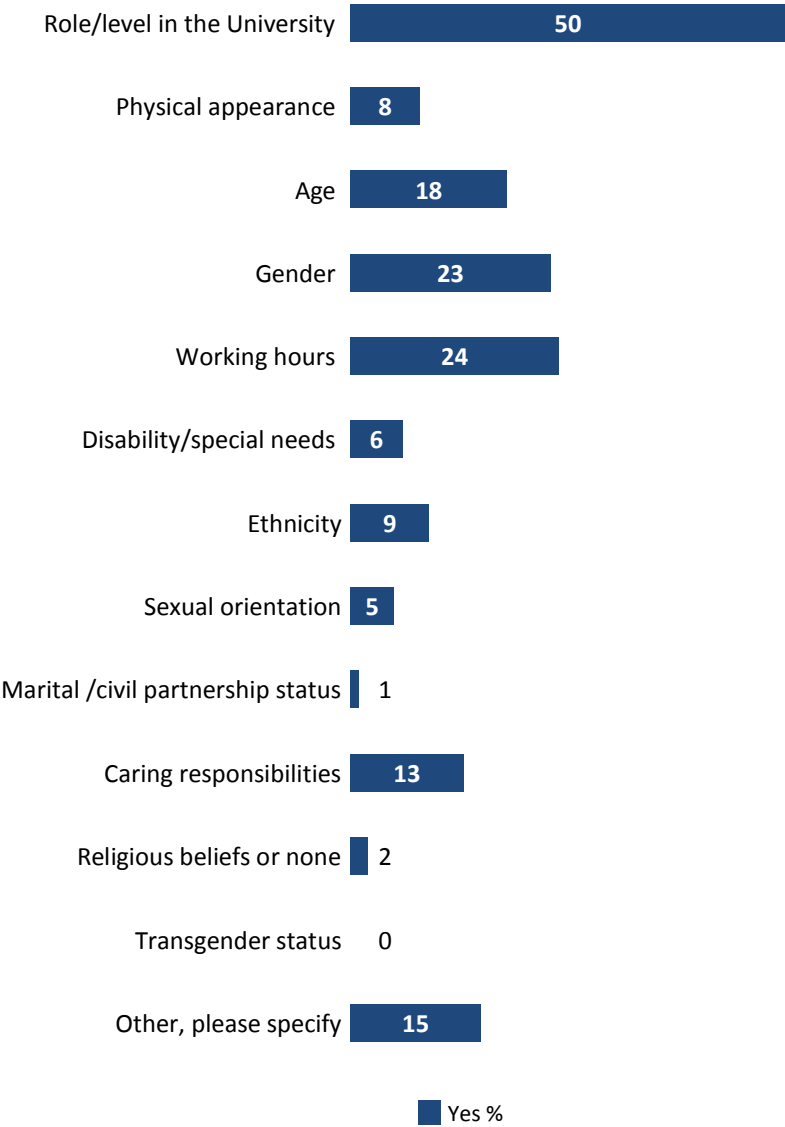
Student? 4

From outside the organisation e.g. the public? 5

Yes %

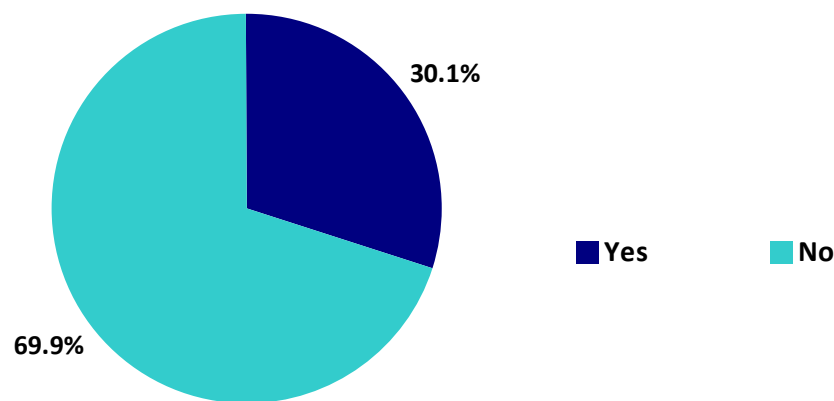
Question Block 15: Diversity and Equality

Q15.7 In the past 12 months I have felt discriminated against at work because of my: (Percentage based on respondents answering 'Yes' to Q15.5)

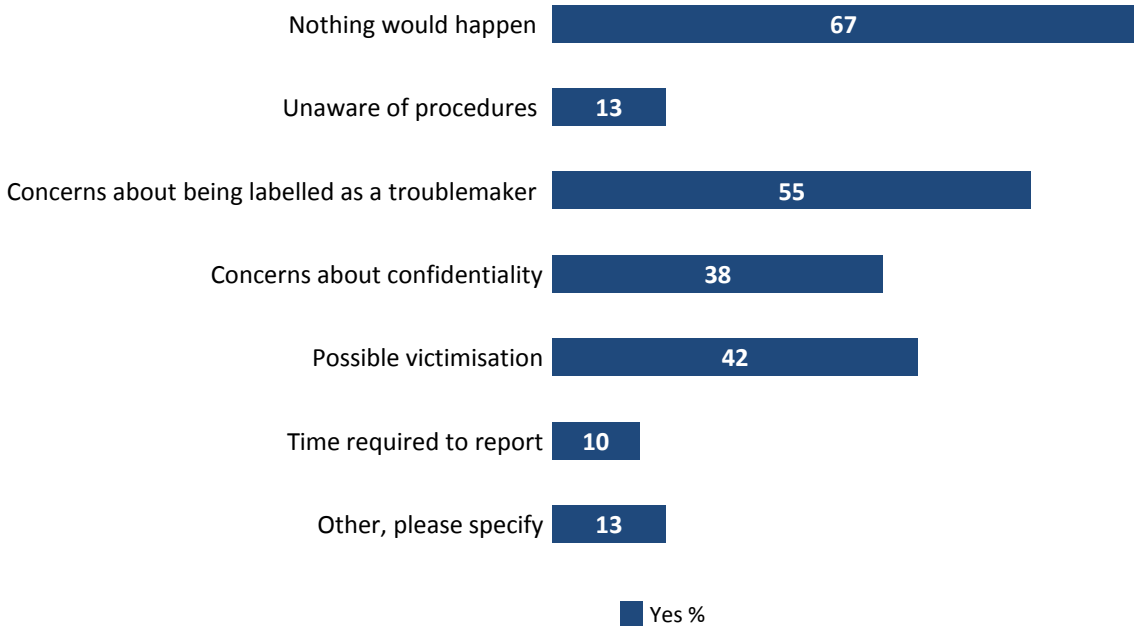


Question Block 15: Diversity and Equality

Q15.8 Have you reported this? (Percentage based on respondents answering 'Yes' to Q15.5)

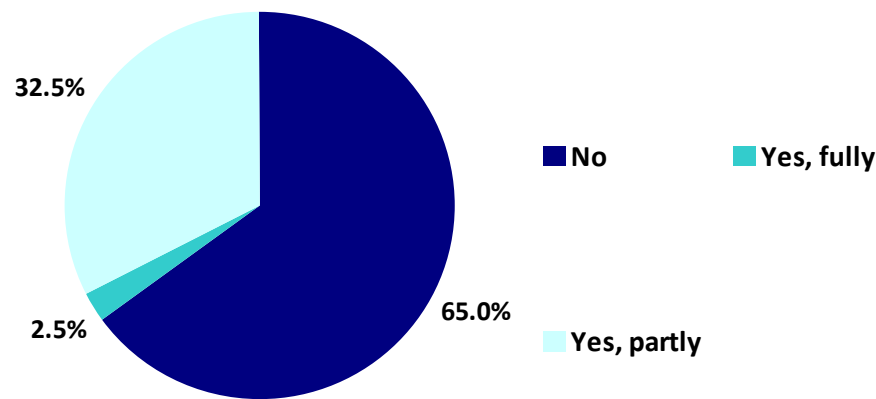


Q15.9 If not, why was this? (Percentage based on respondents answering 'No' to Q15.8)



Question Block 15: Diversity and Equality

Q15.10 If yes, were you satisfied with the outcome? (Percentage based on respondents answering 'Yes' to Q15.8)



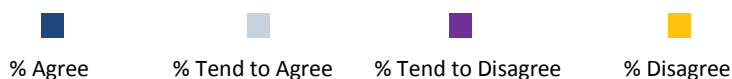


## Question Block 16: Considering Leaving

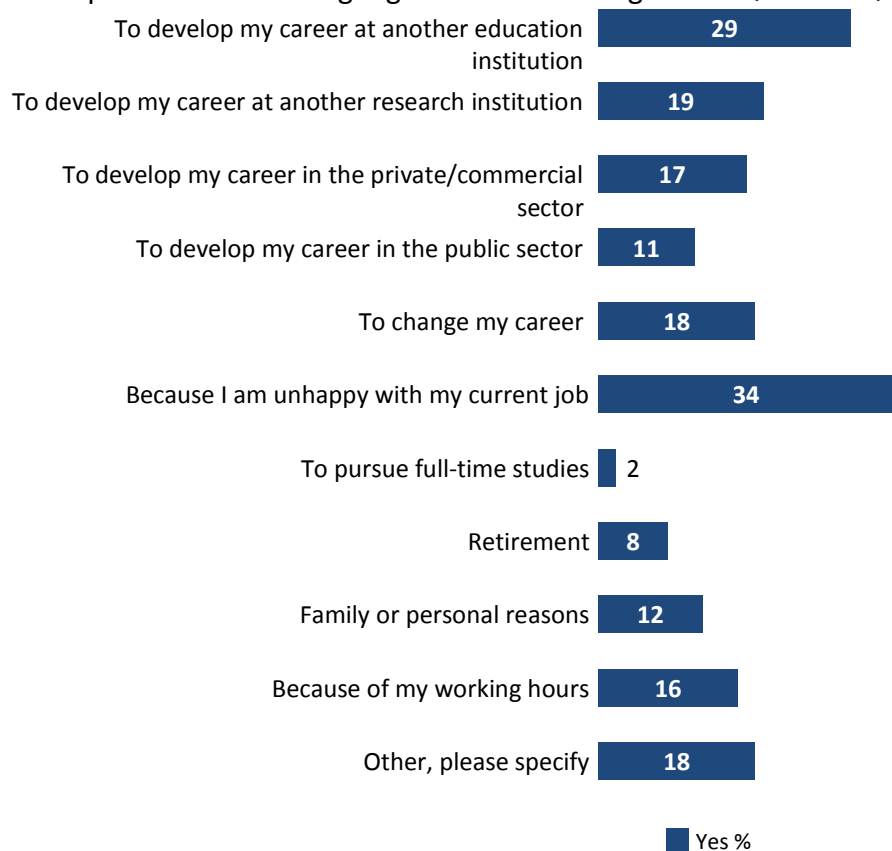
Q16.1 I often think about leaving the University



Q16.2 I am actively seeking to leave the employment of the University

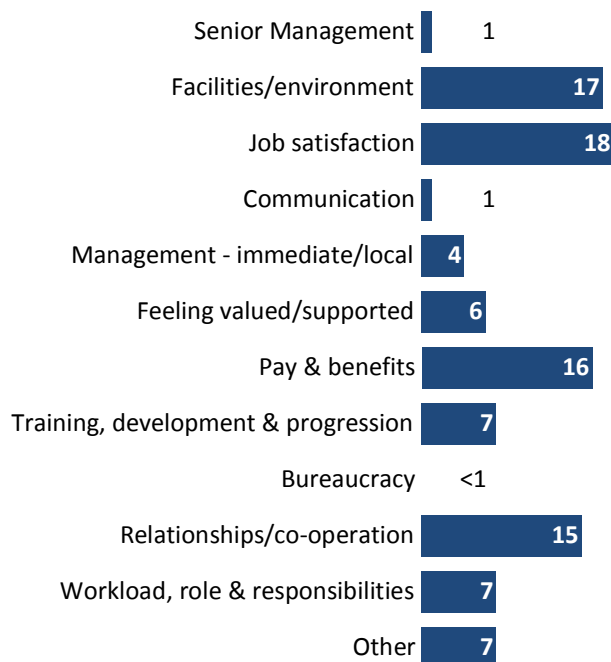


Q16.3 If you are considering leaving your job, please indicate why this would be (Percentage based on respondents answering 'Agree' or 'Tend to Agree' to Q16.1 or Q16.2)



## Question Block 17: Comments

Q17.1 Please note below up to three things that you think are good about working for the University: What theme would you say your comment is related to?



Q17.2 Please note below up to three things that you feel could be improved at the University: What theme would you say your comment is related to?



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## QUESTION BLOCK 17: 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:

1. Job satisfaction (641 comments)
2. Facilities/environment (623 comments)
3. Pay and benefits (571 comments)
4. Relationships/co-operation (549 comments)
5. Training, development and progression (253 comments)

### Things which could be improved in the University

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

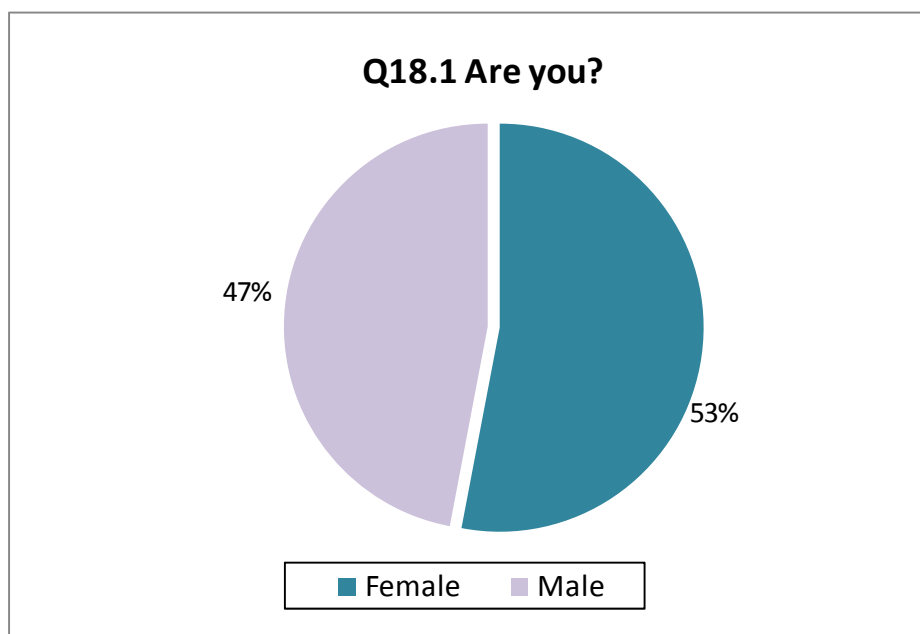
1. Facilities/environment (514 comments)
2. Pay and benefits (461 comments)
3. Senior Management (345 comments)
4. Workload, role and responsibilities (340 comments)
5. Communication (291 comments)

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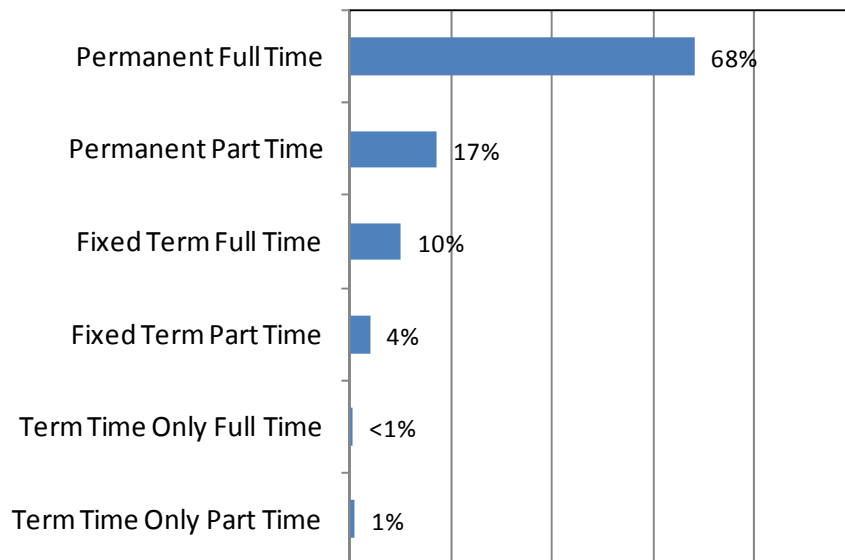
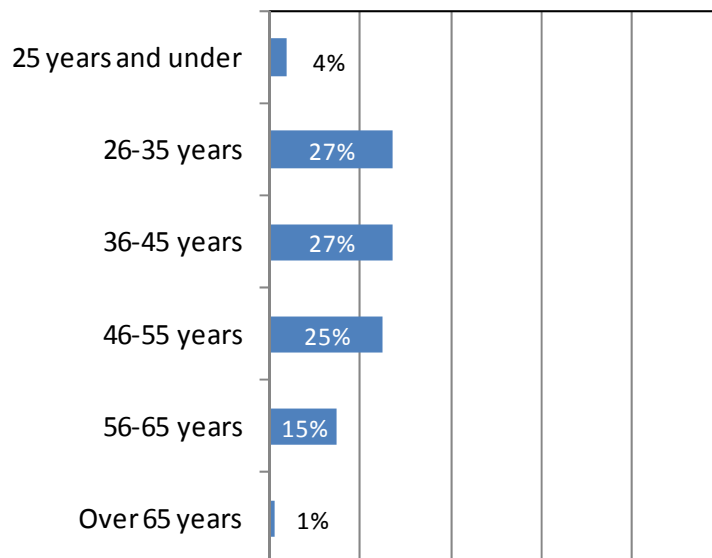
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## QUESTION BLOCK 18: About You

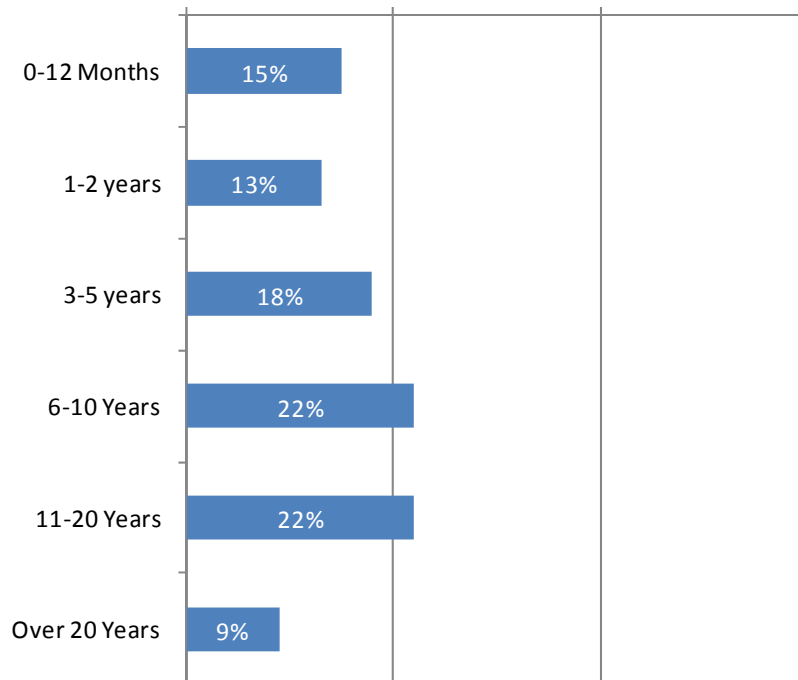
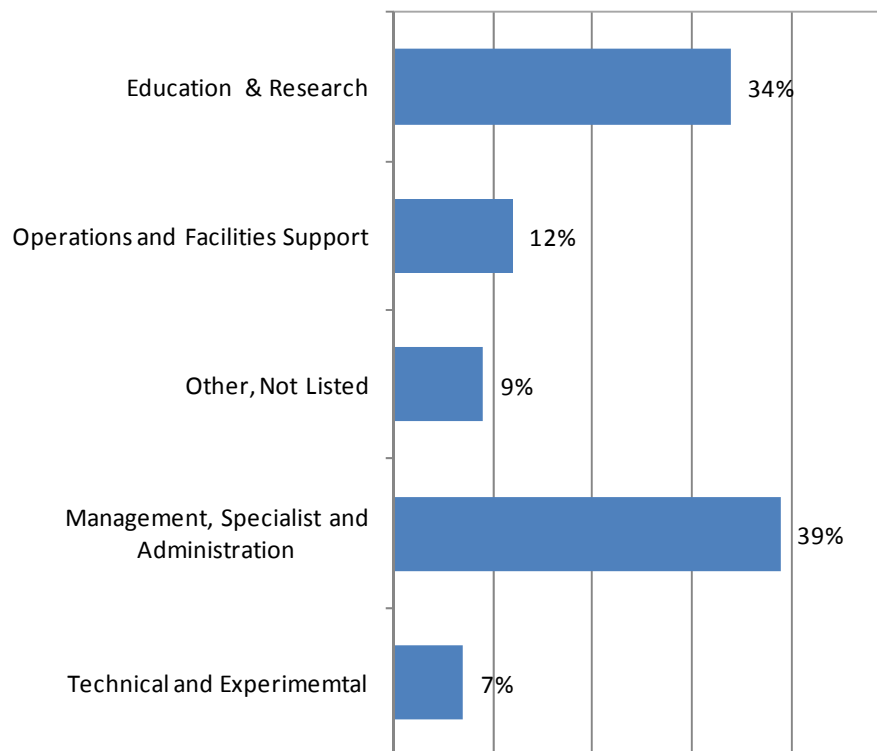
The following charts provide details of survey participants and their jobs e.g. Q18.1 shows that 53% of those staff responding to the survey are female and 47% male, and Q18.4 shows 27% of staff responding to the survey were between the ages 36-45.



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

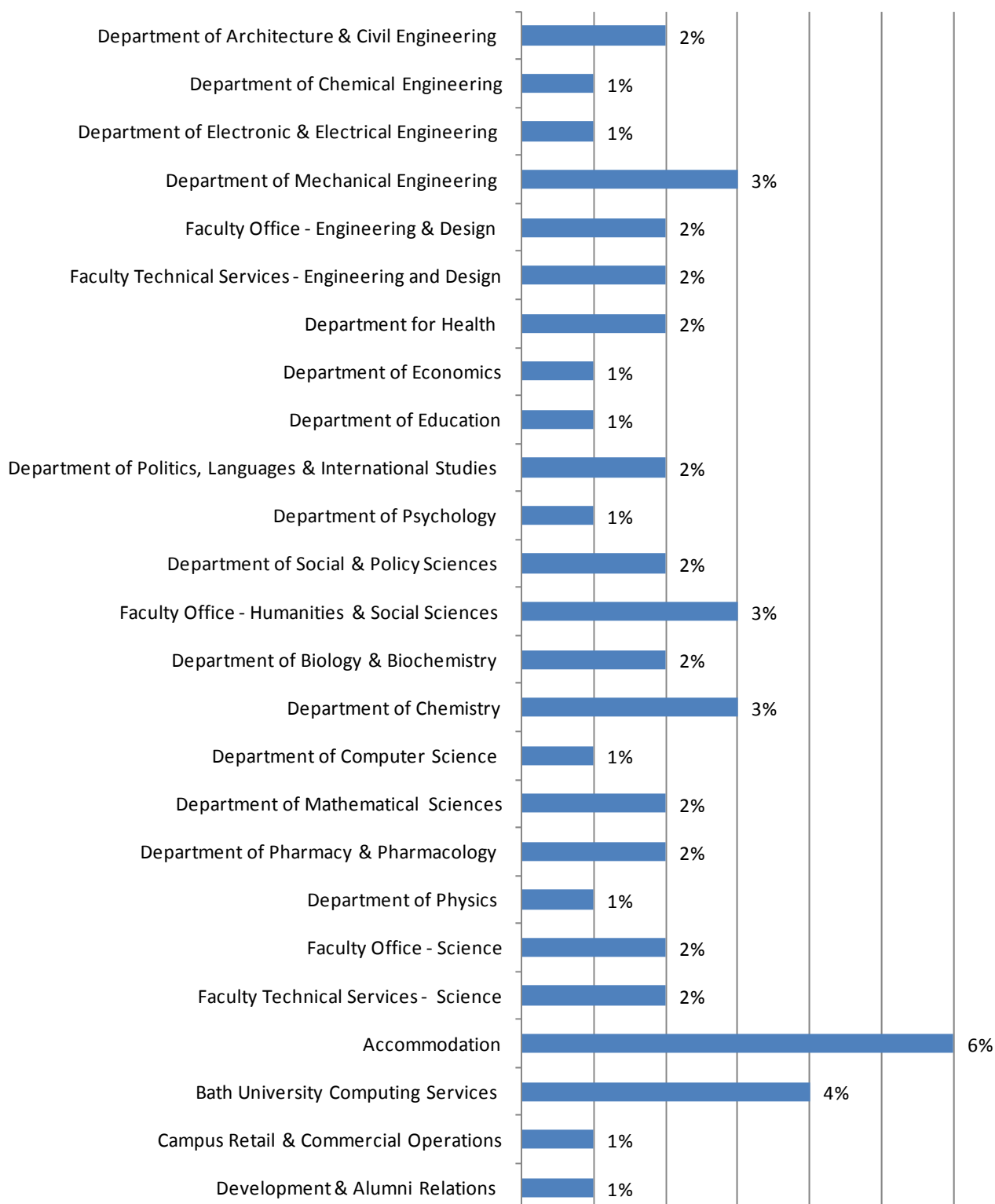
**Q18.3 Do you work at the University:****Q18.4 What is your age?**

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

**Q18.5 How long have you been employed by the University?****Q18.6 What is your job family?**

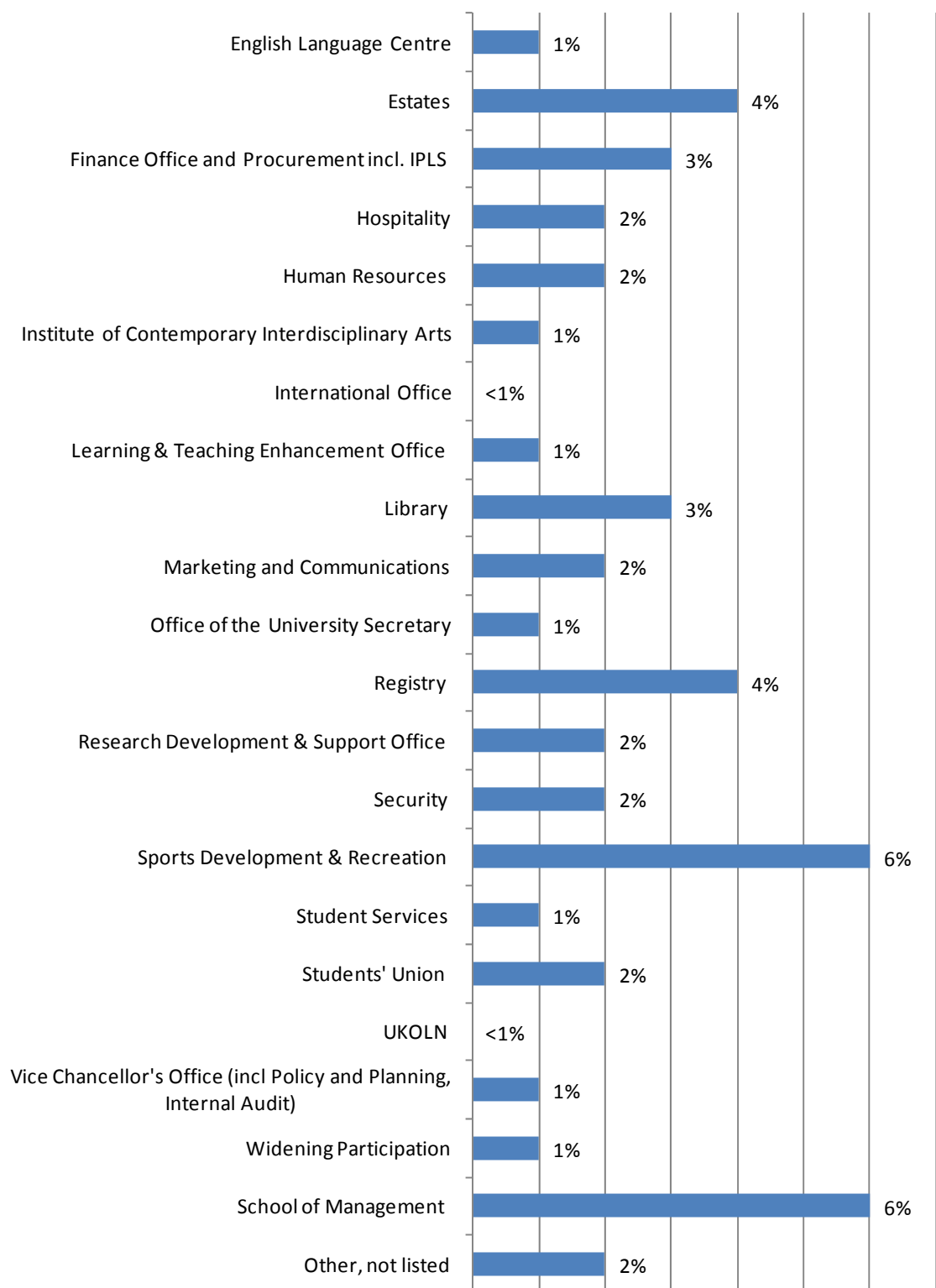
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

### Q18.7 In which department/service do you work?



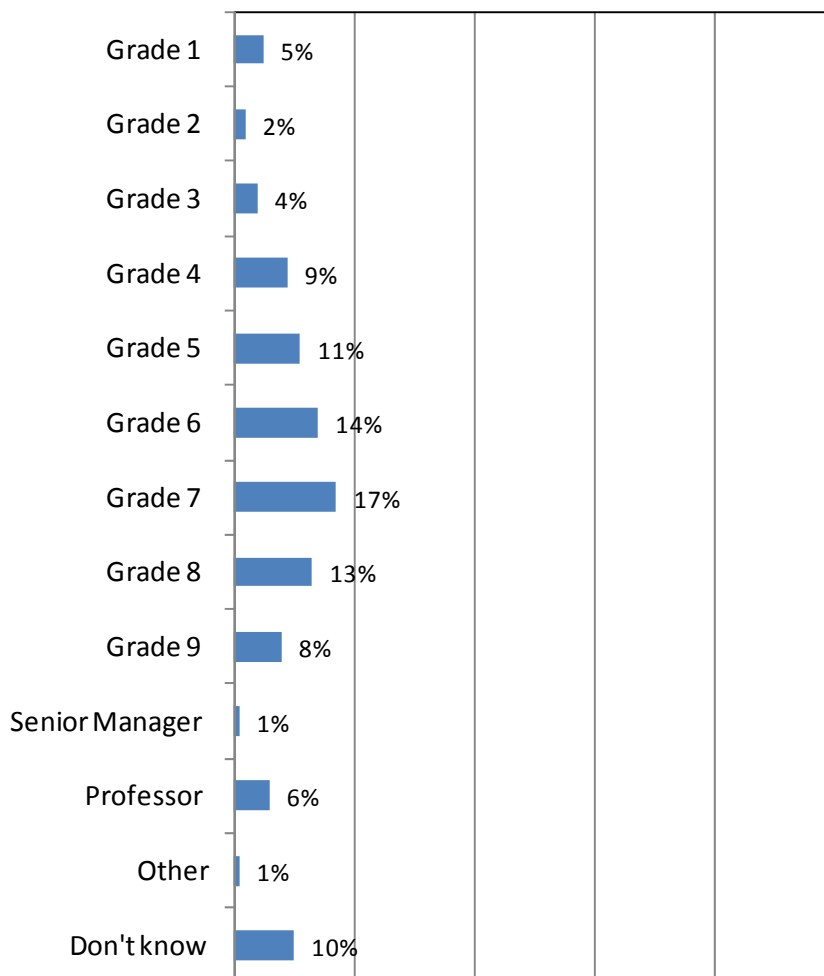
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

### Q18.7 In which department/service do you work?



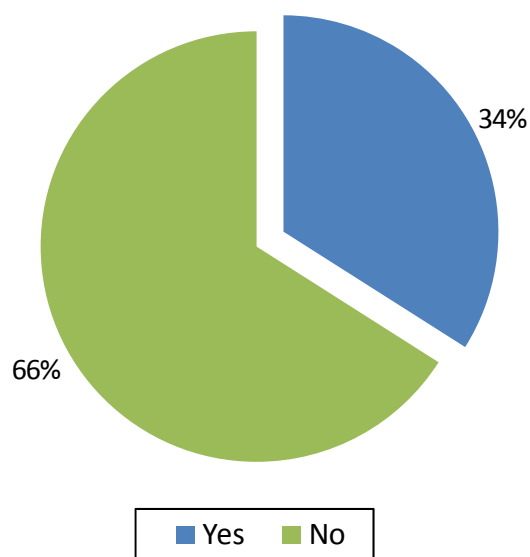
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]



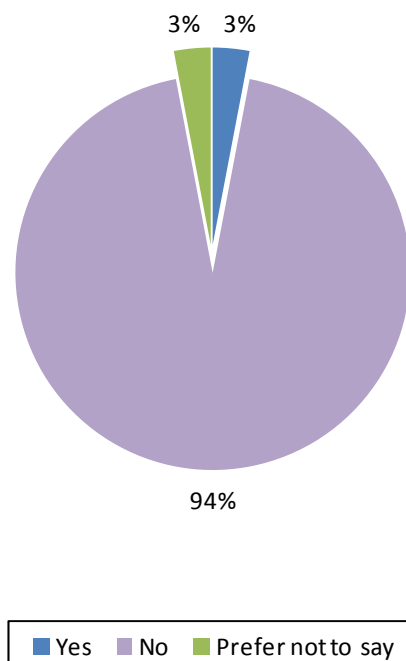
**Q18.8 What is your job grade?**

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

**Q18.9 Do you have management responsibility for staff?**

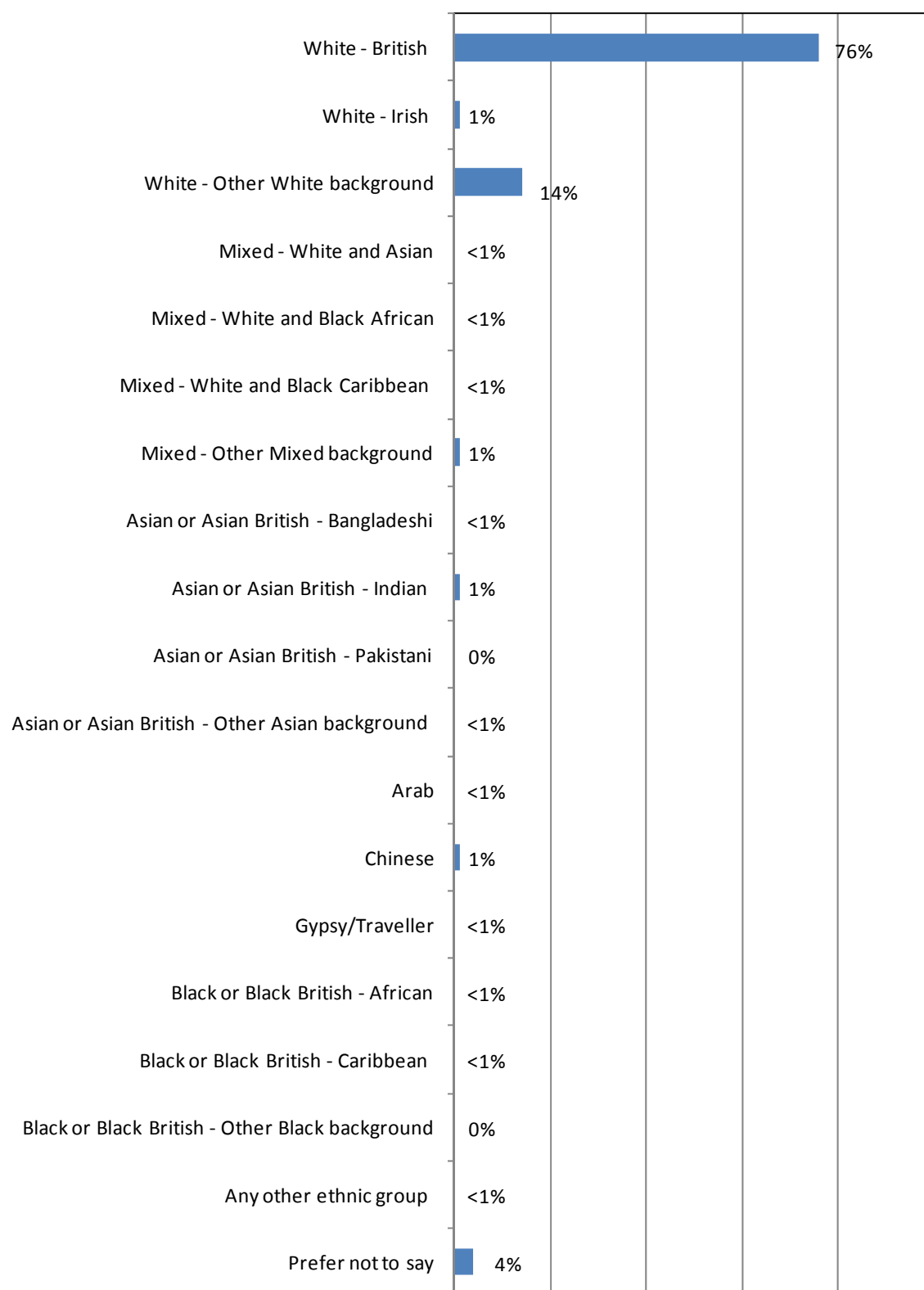


**Q18.10 Do you consider yourself to be disabled within the definition of the Equality Act 2010**

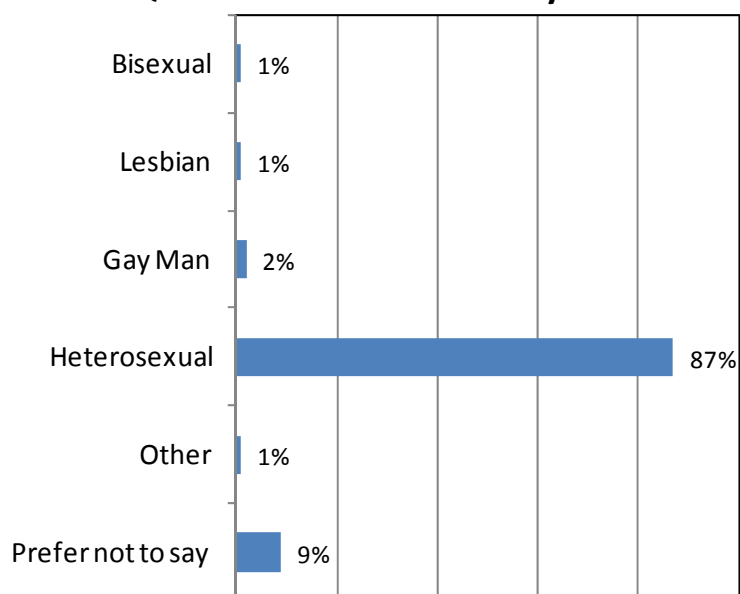
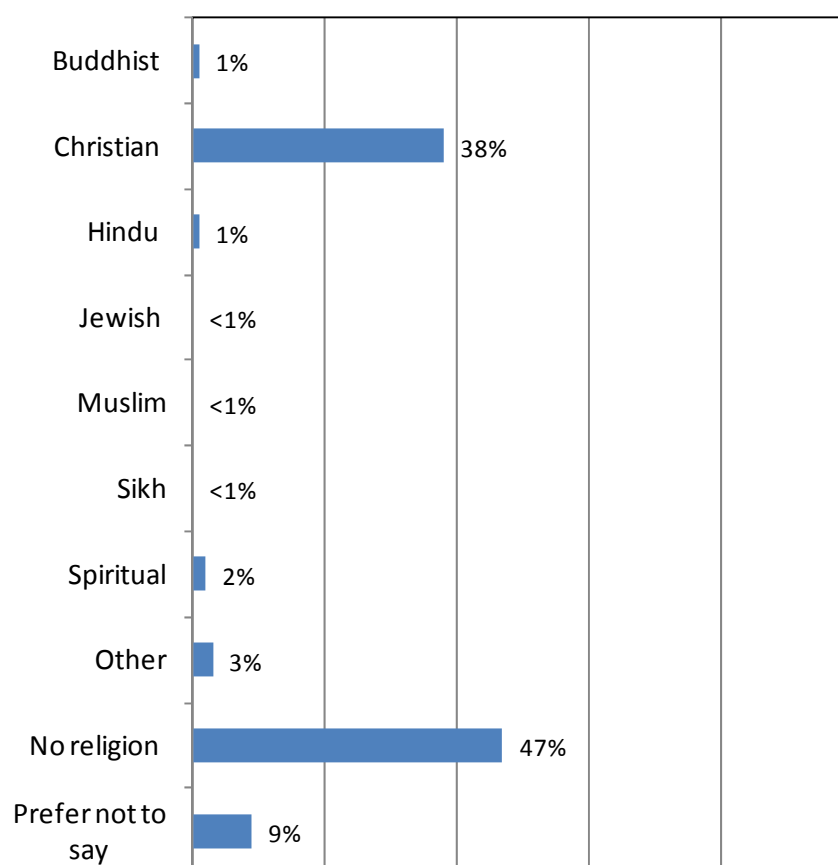


[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

### Q18.11 Do you consider yourself to be:

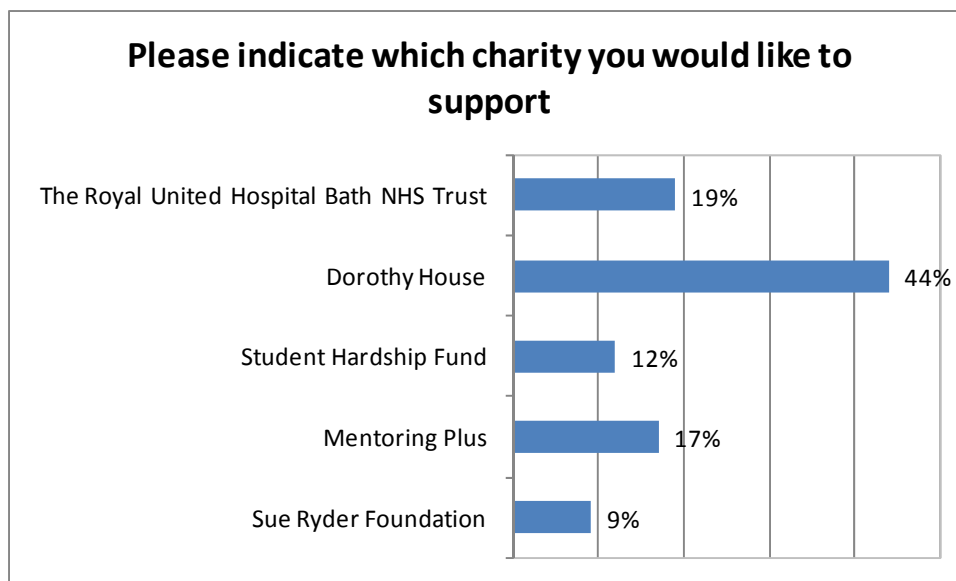


[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

**Q18.12 I would describe myself as:****Q18.13 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.]

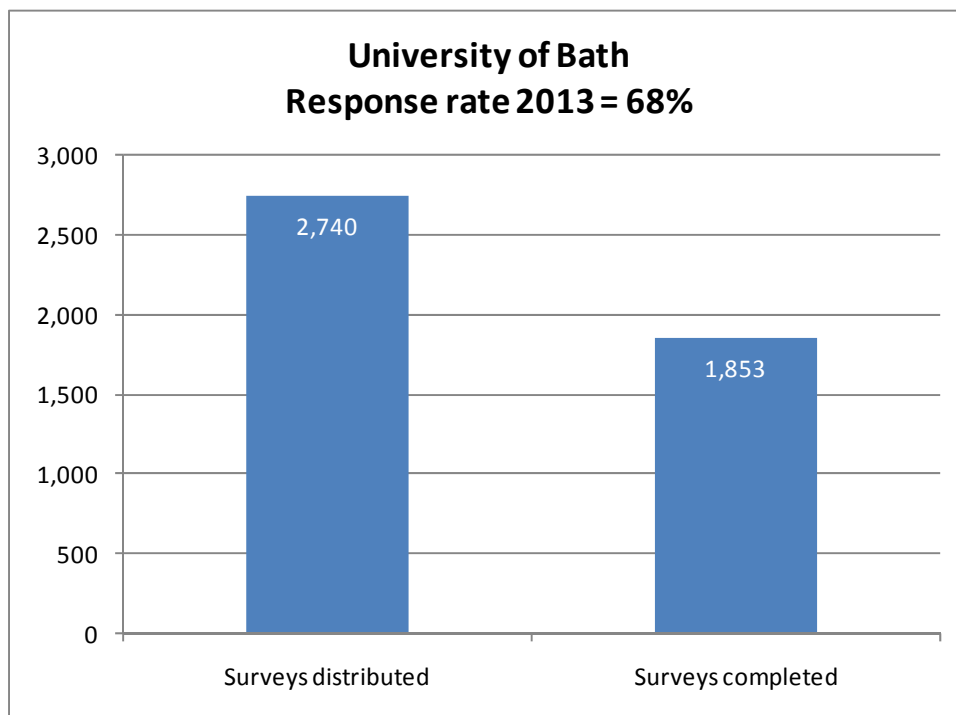
## Charity donation



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

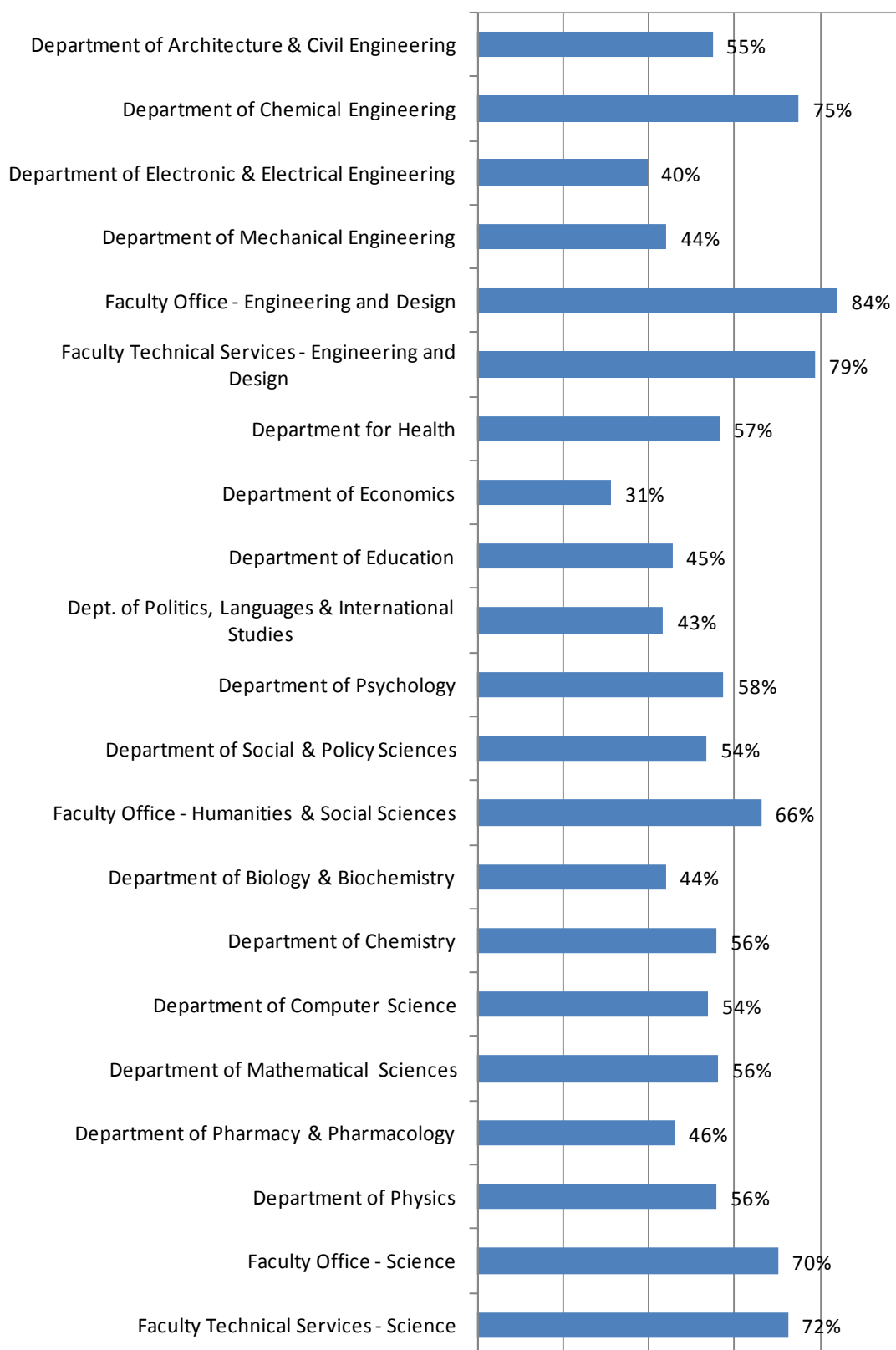
## Response Rate

The following charts show the response rate for the University overall and across areas of work (only areas with at least 10 respondents are shown). The total number of surveys distributed was 2,740 and the total number of surveys completed and returned was 1,853. This gave an overall response rate of 68%.



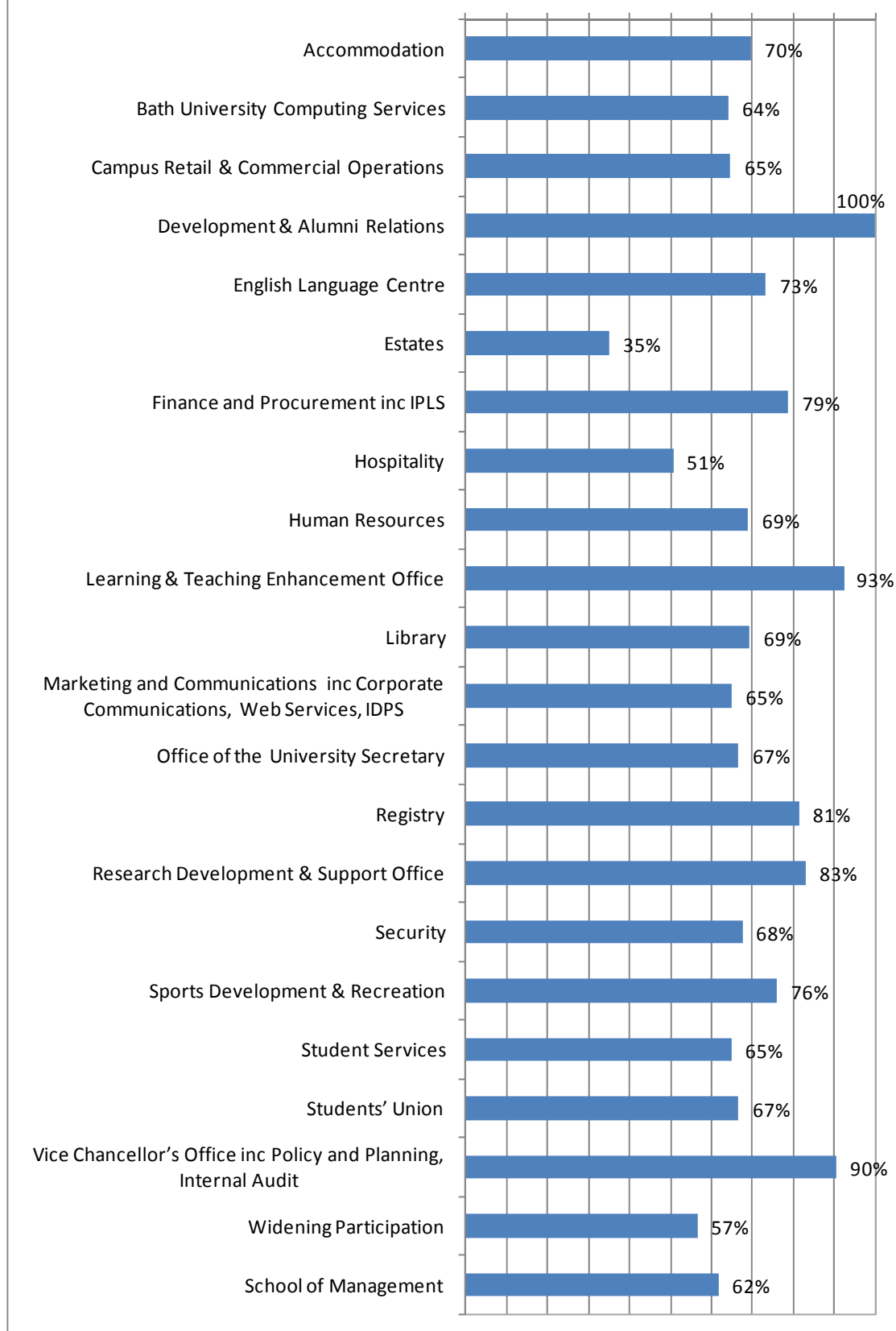
[Note: the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

### Response rate by area of work



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

### Response rate by area of work



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