



# Colleague Engagement Survey

## Autumn 2023

Prepared by People Insight, December 2023

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## Contents

- Foreword from our Sponsors
- Introduction
- Colleague Engagement results
- Survey theme scores
- Summary and results in detail
- What's next?

### About Peopleinsight

- ▶ People Insight are a leading employee research and organisational development consultancy.
- ▶ Formally established in 2004, People Insight partners with hundreds of organisations annually to conduct always-on, annual, pulse, and ad-hoc employee surveys across the entire employee lifecycle.
- ▶ People Insight provides expertise on research strategy design, insights, a full-service approach to programme delivery, and technology that enables action.
- ▶ People Insight is ISO:27001 and ISO:9001 accredited.
- ▶ More information about People Insight is available online at [peopleinsight.co.uk](https://peopleinsight.co.uk).

# Foreword from the sponsors

On behalf of the University's Senior Management Group (SMG), we would like to take this opportunity to thank every one of our colleagues who completed this year's Colleague Engagement Survey and shared their views on what it's like to work at the University of Glasgow. Our response rate this year was 64% which is excellent and represents an increase of eight percentage points on last year's survey. The information you have provided informs our efforts to continue to make the University a great place to work, one of many ways we all live our 'Curiosity and Discovery' value.

We are delighted to see improvements in several areas since our last Colleague Engagement Survey in AY 2022-23. We are encouraged to learn how many of us are proud to work here and would recommend UofG to friends and family as a good place to work, as well as that the majority of colleagues still want to be working here in two years' time, all of which have increased by five-six points this year. It is gratifying to understand the trust so many feel to do their job, ten points ahead of the norm for the sector at 87%.

Our community's health and wellbeing are of paramount importance to us and we are delighted to learn that there has been a significant increase since our last survey in how we feel this is supported at work.

It is highly encouraging that many of us have indicated that we are being given more opportunities for personal development and growth and report that working here makes us want to do the best work we can as both areas have increased by six points since our last survey.

The results of our survey and how we all feel really matter – there are naturally also topics highlighted where we could be doing better, such as in how well informed we feel about matters relating to our own areas and the University as a whole. There remains room for improvement in ensuring we understand how our work contributes to the success of the University strategy, as well as in managing poor performance and the collective behaviours of our managers and leaders.

We are in the process of reviewing the data and your comments to understand better where we have more to do. Action plans are being developed across the Institution based on this feedback and we will look forward to sharing those.

We look forward to working together with you on these actions, and to hearing your thoughts in the next survey. In the meantime, please take time to read this summary outlining the high-level survey outcomes which is more informative by theme.

Christine Barr, Executive Director of People & Organisational Development

Uzma Khan, Vice-Principal, Economic Development, Director of Strategic Planning and Deputy COO



**Christine Barr**  
Executive Director of People &  
Organisational Development



**Uzma Khan**  
Vice-Principal, Economic  
Development, Director of Strategic  
Planning and Deputy COO

# Introduction

People Insight Ltd was commissioned to undertake the University's Autumn 2023 colleague engagement survey as an external independent provider. The questionnaire was designed in 2021 to measure colleague attitudes and opinions concerning key engagement experiences.

The University chose to partner with People Insight to provide colleagues with the opportunity to share honest opinions about their experiences of working at the University through a survey process that ensures individuals, and their responses cannot be identified, and the survey's findings are only reportable in aggregate.

The survey was conducted between 10 October and 3 November 2023 and achieved an overall response rate of 64%. 8045 staff members were invited to take part in the survey and 5189 responded.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement on a 5-point Likert scale ranging from 'strongly agree' to 'strongly disagree'.

Results are reported as:



This report provides a top-level summary of the survey responses and will provide comparisons through People Insight's Higher Education Institutions (HEI) sector benchmark. This consists of responses from other HEIs that People Insight partners with on staff surveys over the past three years, including surveys held before the Covid pandemic. These include a range of institutions, including pre-1992 and post-1992 universities.

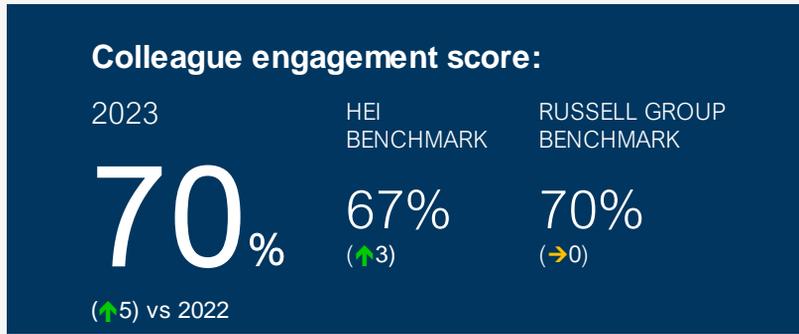
The 2023 results in this report will also be compared against the results from 2021 and 2022. Next steps are shared at the end of the report.



# Colleague engagement results

Colleague engagement is widely evidenced as being a key performance indicator (KPI) about how the University is performing as an employer. This KPI identifies whether we are creating the right conditions to enable colleagues to be their best at work. Colleague engagement is measured at the University through five questions. The overall engagement score is the average favourability score of the five questions ('agree'/'strongly agree') and is presented as a single measure.

The University's engagement score in 2023 stands at 70%, an increase of five percentage points since the last engagement survey in 2022. When compared to other Higher Education Institutions (HEIs) and other Russell Group universities, the University is above or in line the rest of the sector.



The following table details the colleague engagement questions ranked from most to least positive, indicating which aspects of engagement are the strongest. A sense of pride in working for the university is the highest scoring engagement question and scores are up 5 points from 2022 and 4 points above the HEI benchmark (BM). All 5 questions have seen an increase from 2022, with three quarters of employees stating they would like to keep working at the University in the next 2 years, now 9 points above the HEI BM. Motivation to do their best work and advocating for the University to others are also up 6 points from 2022 and feeling a sense of belonging is now three points away from the HEI BM.

Engagement	+/- 2021	+/- 2022	2023	3-year Trend	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	+/- HEI (EXTERNAL BENCHMARK)
I am proud to work for the University	↑3 (76%)	↑5 (74%)	(79%)		79%	17%	4%	↑4 (75%)
I would still like to be working at the University in two years' time	↑4 (71%)	↑5 (70%)	(75%)		75%	17%	8%	↑9 (66%)
Working here makes me want to do the best work I can	↑3 (69%)	↑6 (66%)	(72%)		72%	19%	8%	↑1 (71%)
If asked, I would recommend the University to friends and family as a good place to work	→0 (68%)	↑6 (62%)	(68%)		68%	21%	11%	↑4 (64%)
I feel a strong sense of belonging to the University	↓1 (58%)	↑2 (55%)	(57%)		57%	27%	16%	↓3 (60%)

**Notes and references:**

Questions ranked from most to least positive within each theme.

Benchmarks: Higher Education Institutions (HEI) that People Insight partners with.

Variance in reported difference and observed difference possible due to rounding.

- ↑ Survey % positive score is above comparator.
- ↓ Survey % positive score is below comparator.
- Survey % positive score is the same as comparator.
- No comparison available.

# Survey theme results

Your overall engagement score, as described in the previous page, is influenced by a number of factors and experiences at work, many of which can be directly influenced or controlled by management. The survey contains a further 22 questions, which covered eight different survey themes. The table below shows the results for each of the seven survey themes, ranked by positive score. The positive score of a theme is the average of the positive score for each of the questions in that theme.

This high-level view of your results shows the overall strengths and weaknesses at the University. Colleagues on the whole felt more positive around diversity, their role and development opportunities, and communication. They felt less positive about the culture and values and the organisation's leadership and strategy.



#### Notes and references:

Questions ranked from most to least positive within each theme.

Benchmarks: Higher Education Institutions (HEI) that People Insight partners with.

Variance in reported difference and observed difference possible due to rounding

No historic comparison is provided at the theme level where there is a variation in theme questions year-on-year.



Survey % positive score is above comparator.



Survey % positive score is below comparator.



Survey % positive score is the same as comparator.



No comparison available.

# Summary and results in detail

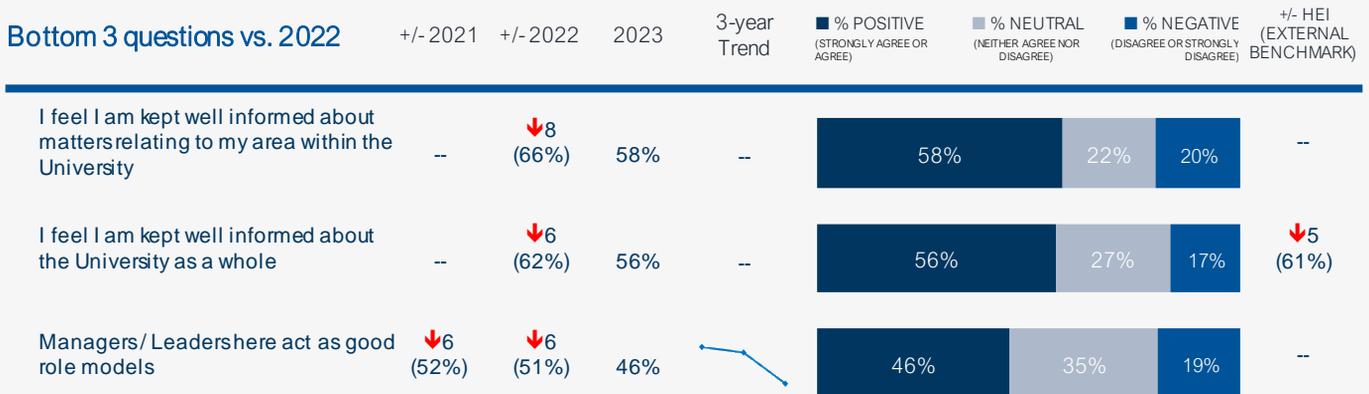
Below you find the top and bottom scoring questions vs. your results in 2022. Compared to 2022, colleagues feel that the University better supports their health and wellbeing, feel more motivated to do their best work, and have a greater intention to stay. Colleagues also feel they could be better informed about matters relating to their own areas and the university broadly, and think leaders could do more to act as good role models.

On the next pages the results are presented for each of the questions by theme.

## Top 3 questions vs. 2022



## Bottom 3 questions vs. 2022



### Notes and references:

Questions ranked from most to least positive within each theme.

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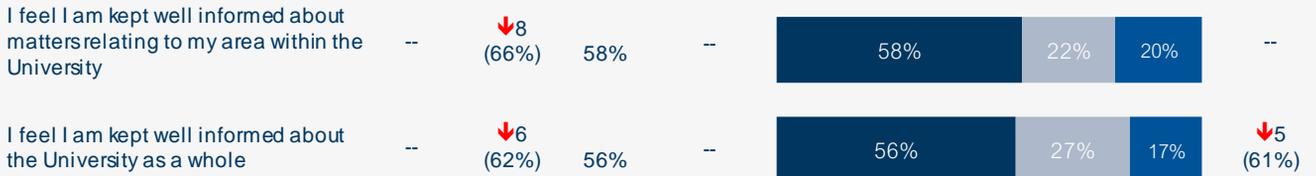


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# Results in detail continued

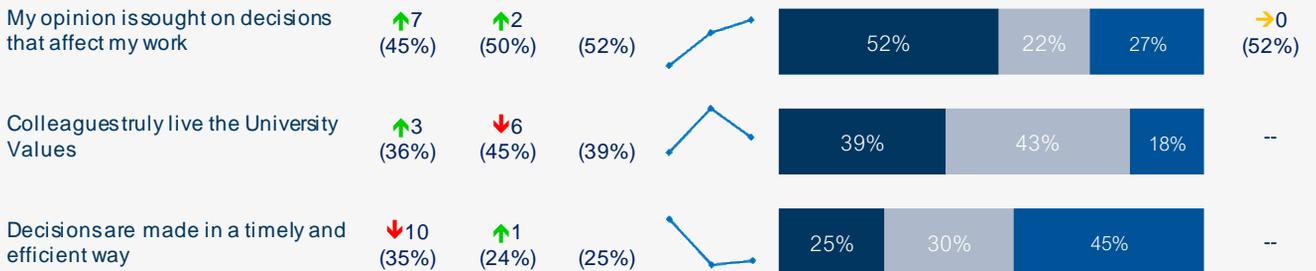
## Communication

+/- 2021 +/- 2022 2023 3-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)



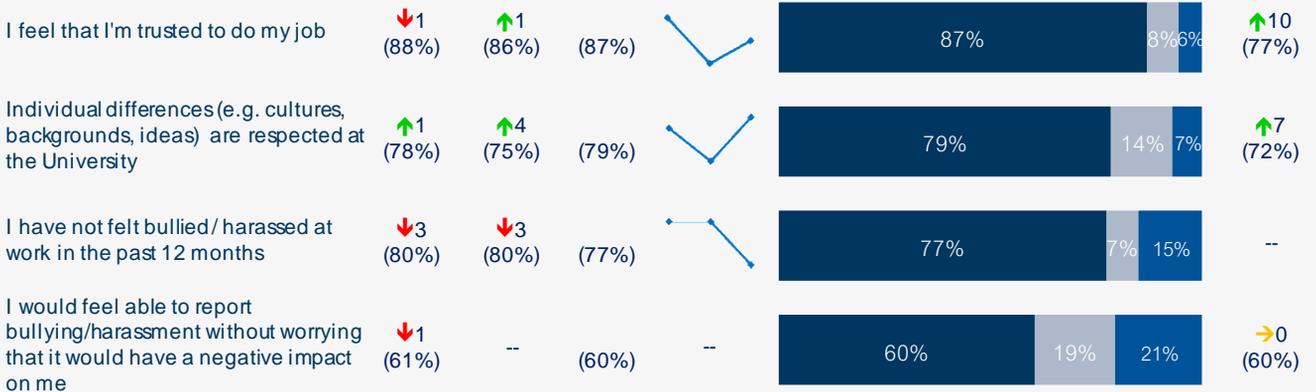
## Culture & Values

+/- 2021 +/- 2022 2023 3-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)



## Dignity & Diversity

+/- 2021 +/- 2022 2023 3-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)



### Notes and references:

Questions ranked from most to least positive within each theme.

Benchmarks: Higher Education Institutions (HEI) that People Insight partners with.

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- Survey % positive score is the same as comparator.
- No comparison available.

# Results in detail continued

## Leadership & Strategy

	+/- 2021	+/- 2022	2023	3-year Trend	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	+/- HEI (EXTERNAL BENCHMARK)
I understand how my work contributes to the success of University strategy	↓3 (76%)	↓6 (79%)	(73%)		73%	17%	10%	--
Managers/ Leaders here act as good role models	↓6 (52%)	↓6 (51%)	(46%)		46%	35%	19%	--
The University's senior management manages and leads the University well	↓10 (52%)	→0 (42%)	(42%)		42%	38%	21%	↓1 (43%)
The University's senior management listens to and responds to the views of staff	↓3 (38%)	↑4 (31%)	(35%)		35%	37%	28%	↓14 (49%)

## Line Management

	+/- 2021	+/- 2022	2023	3-year Trend	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	+/- HEI (EXTERNAL BENCHMARK)
I have had a constructive conversation about my development with my manager in the last 12 months	--	↑4 (76%)	(80%)	--	80%	10%	10%	--
Poor performance is managed effectively in my area within the University	↓2 (29%)	↓2 (29%)	(27%)		27%	39%	34%	↓8 (35%)

## My Role & Development

	+/- 2021	+/- 2022	2023	3-year Trend	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	+/- HEI (EXTERNAL BENCHMARK)
I am clear about what I'm expected to achieve in my role	↑1 (81%)	↑2 (80%)	(82%)		82%	9%	9%	↑3 (79%)
I believe I have the opportunity for personal development and growth at the University	↑11 (57%)	↑6 (62%)	(68%)		68%	16%	16%	↑24 (44%)

### Notes and references:

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No comparison available.

# Results in detail continued

## Reward & Recognition

+/- 2021 +/- 2022 2023 3-year Trend % POSITIVE (STRONGLY AGREE OR AGREE) % NEUTRAL (NEITHER AGREE NOR DISAGREE) % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

I feel valued for the work that I do ↑9 (54%) ↑3 (60%) (63%) 

63%	18%	19%
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↑4 (59%)

In comparison with similar jobs in similar organisations, I feel my pay is reasonable ↓2 (49%) -- (47%) -- 

47%	22%	31%
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↑5 (42%)

## Wellbeing & Balance

+/- 2021 +/- 2022 2023 3-year Trend % POSITIVE (STRONGLY AGREE OR AGREE) % NEUTRAL (NEITHER AGREE NOR DISAGREE) % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

I am able to strike the right balance between my work and home life ↑2 (53%) ↑2 (53%) (55%) 

55%	17%	28%
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↓3 (58%)

I feel able to cope with my workload ↓1 (56%) ↑2 (53%) (55%) 

55%	18%	26%
-----	-----	-----

↑2 (53%)

The University supports my health and wellbeing at work ↑10 (45%) ↑12 (43%) (55%) 

55%	27%	18%
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↑1 (54%)

### Notes and references:

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No comparison available.

## What's next?

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This report focuses on survey results for the University as a whole. Survey results and comments at College, School and Service level have been shared with our leadership teams for each area, enabling analysis of the data with the benefit of unit-level context.

Next steps are now being identified, discussed, and planned by the Senior Management Group and leadership teams across the institution. These plans will include a range of shorter and longer-term actions and will be shared with colleagues once finalised.

We value your views and plan to run the next Colleague Engagement survey in Autumn 2024. If you have any questions about the survey, or more general queries about dialogue and feedback across the University, please contact [HaveYourSay@glasgow.ac.uk](mailto:HaveYourSay@glasgow.ac.uk)



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