



# University of Glasgow Colleague Engagement Survey

A photograph of the University of Glasgow building, a large, ornate, Gothic-style structure with a prominent central tower, set against a blue sky. The building is partially obscured by bare trees in the foreground.

Autumn 2024

Prepared by People Insight, January 2025

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## Contents

Introduction	3
Colleague engagement results	4
Summary and results in detail	5
What's next?	9

### About Peopleinsight

- ▶ People Insight is a leading employee research and organisational development consultancy.
- ▶ Formally established in 2004, People Insight partner with hundreds of organisations annually to conduct always on, annual, pulse, and ad hoc employee surveys across the entire employee lifecycle.
- ▶ People Insight provide 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).

# Introduction

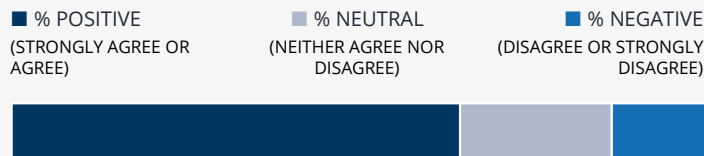
People Insight Ltd were commissioned to undertake the University's Autumn 2024 colleague engagement survey as an external independent provider. The questionnaire was designed in 2021 to measure colleague attitudes and opinions concerning key engagement experiences.

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 completely confidential survey process.

The survey was conducted between 9 October and 1 November 2024 and achieved an overall response rate of 62%. 8144 staff members were invited to take part in the survey and 5068 responded.

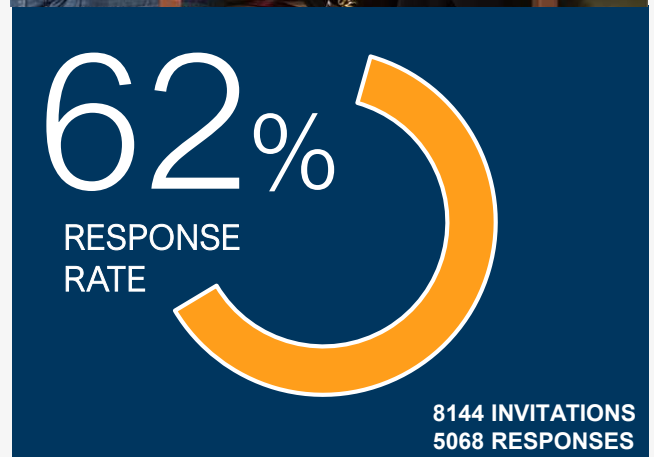
Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement on a 5-point Likert scale ranging from 'strongly agree' to 'strongly disagree'.

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 staff surveys over the past four years in other HEIs that People Insight partner with, including surveys held during the Covid pandemic. These include a range of institutions, including pre-1992 and post-1992 universities.

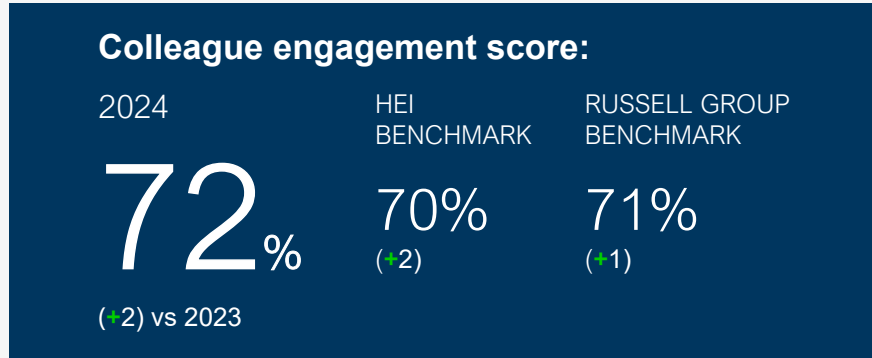
The 2024 results in this report will also be compared against the results from 2021, 2022 and 2023. This report focuses on survey results. Next steps are shared at the end of the report.



# Colleague engagement results

Colleague engagement is widely evidenced as being a key performance indicator (KPI) of 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 ('agree'/'strongly agree' responses) of the five questions and is presented as a single measure.

The University's engagement score in 2024 stands at 72%, an increase of two percentage points since the last engagement survey in 2023. When compared to other Higher Education Institutions (HEIs) and other Russell Group universities, the University is in line with 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 level with those from 2023 and 3 points above the HEI benchmark. The other 4 questions have seen an increase from 2023, with over three quarters of employees stating they would like to keep working at the University for the next two years, now 7 points above the HEI benchmark. Motivation to do one's best work (+1) and advocating the University to others (+3) have also improved from 2023, and feeling a sense of belonging has improved but is still below the HEI benchmark.

Engagement	+/- 2021	+/- 2022	+/-2023	4-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	+5	=0		79%	16%	5%	+3
I would still like to be working at the University in two years' time	+5	+6	+1		76%	17%	7%	+7
Working here makes me want to do the best work I can	+4	+7	+1		73%	19%	8%	+1
If asked, I would recommend the University to friends and family as a good place to work	+3	+9	+3		71%	19%	10%	+5
I feel a strong sense of belonging to the University	+1	+3	+2		59%	25%	16%	-7

**Notes and references:**

Questions ranked from most to least positive within each theme.

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

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

- + Survey % positive score is above comparator.
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- No comparison available.

# Summary and results in detail

Below you find the top and bottom scoring questions vs. your results in 2023. Compared to 2023, staff feel that managers and leaders act as good role models, and that they're more informed about both the University as a whole and their local area.

Staff feel they could be better informed about how their work supports the University strategy, more trusted to do their job, and that poor performance could be managed more effectively.

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

Comparisons are calculated as the percentage point difference in positive scores. Due to rounding, comparison figures might not match exactly with past reported scores, and some response scores may not total 100.



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# Results in detail continued 1

## Communication

+/- 2021 +/- 2022 +/-2023 4-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

I feel I am kept well informed about matters relating to my area (e.g. School/Service) within the University	--	+2	+11	--		68%	18%	14%	--
I feel I am kept well informed about the University as a whole	--	+2	+8	--		65%	21%	14%	+5

## Culture & Values

+/- 2021 +/- 2022 +/-2023 4-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

My opinion is sought on decisions that affect my work	+6	+1	-1			51%	22%	27%	-1
Colleagues truly live the University Values	+3	-6	-1			39%	42%	19%	--
I feel that routine decisions are made without too many approvals	--	--	--	--		34%	34%	32%	--

## Dignity & Diversity

+/- 2021 +/- 2022 +/-2023 4-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

I feel that I'm trusted to do my job	-2	=0	-1			86%	7%	7%	+6
Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University	+2	+6	+2			80%	13%	7%	+9
I have not felt bullied / harassed at work in the past 12 months	-3	-3	=0			77%	8%	15%	--
I would feel able to report bullying/harassment without worrying that it would have a negative impact on me	+1	--	+2	--		62%	18%	20%	+1

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# Results in detail continued 2

## Leadership & Strategy

+/- 2021 +/- 2022 +/-2023 4-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	-5	-8	-2		<div style="display: flex; justify-content: space-between;"> <span>71%</span> <span>19%</span> <span>10%</span> </div>	-11
Managers/Leaders in my area (e.g. School/Service) act as good role models	+17	+17	+23		<div style="display: flex; justify-content: space-between;"> <span>68%</span> <span>18%</span> <span>14%</span> </div>	+24
I understand the current aims of the University	-10	--	--	--	<div style="display: flex; justify-content: space-between;"> <span>61%</span> <span>24%</span> <span>14%</span> </div>	-8
The University's senior management manages and leads the University well	-6	+3	+4		<div style="display: flex; justify-content: space-between;"> <span>45%</span> <span>37%</span> <span>17%</span> </div>	+3
The University's senior management listens to and responds to the views of staff	-1	+7	+3		<div style="display: flex; justify-content: space-between;"> <span>37%</span> <span>38%</span> <span>25%</span> </div>	-8
The University manages change effectively	-13	--	--	--	<div style="display: flex; justify-content: space-between;"> <span>32%</span> <span>38%</span> <span>29%</span> </div>	+3

## Line Management

+/- 2021 +/- 2022 +/-2023 4-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	--	+5	+1	--	<div style="display: flex; justify-content: space-between;"> <span>81%</span> <span>10%</span> <span>10%</span> </div>	--
Poor performance is managed effectively in my area (e.g. School/Service)	-2	-3	-1		<div style="display: flex; justify-content: space-between;"> <span>27%</span> <span>40%</span> <span>34%</span> </div>	-6

## My Role & Development

+/- 2021 +/- 2022 +/-2023 4-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	+2	+2	+1		<div style="display: flex; justify-content: space-between;"> <span>83%</span> <span>9%</span> <span>8%</span> </div>	+2
I believe I have the opportunity for personal development and growth at the University	+12	+7	+1		<div style="display: flex; justify-content: space-between;"> <span>69%</span> <span>15%</span> <span>15%</span> </div>	+24

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# Results in detail continued 3

## Reward & Recognition

+/- 2021 +/- 2022 +/-2023 4-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	+11	+5	+2		65%	17%	18%	+6
I am satisfied with the total benefits package	--	--	--	--	52%	30%	18%	+4
In comparison with similar jobs in similar organisations, I feel my pay is reasonable	-1	--	+1	--	48%	22%	30%	+4

## Wellbeing & Balance

+/- 2021 +/- 2022 +/-2023 4-year Trend ■ % POSITIVE (STRONGLY AGREE OR AGREE) ■ % NEUTRAL (NEITHER AGREE NOR DISAGREE) ■ % NEGATIVE (DISAGREE OR STRONGLY DISAGREE) +/- HEI (EXTERNAL BENCHMARK)

I feel able to cope with my workload	+2	+5	+3		59%	18%	23%	+4
I am able to strike the right balance between my work and home life	+5	+4	+2		57%	17%	26%	-3
The University supports my health and wellbeing at work	+12	+14	+2		57%	25%	18%	+2

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# 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 2025. 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)



University  
of Glasgow

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For enquiries about this report please contact  
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