

# University of Glasgow Overall

RESPONSE  
RATE:

68%

RESPONSES:

4384  
of 6430

YOUR  
EMPLOYEE  
ENGAGEMENT  
SCORE:



65%

VARIANCE from BENCHMARK:

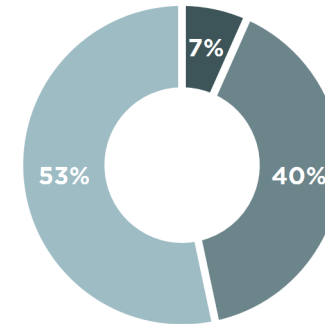


-5

**Employee engagement** is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

## VARIANCE FROM BENCHMARK

- 2 questions above
- 12 questions in line
- 16 questions below



## TOP 3

HIGHEST SCORING QUESTIONS AGAINST BENCHMARK:

VARIANCE  
FROM  
BENCHMARK

**Q30.** Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University

+8

**Q11.** I have enough information to do my job well

+5

**Q18.** I have the resources I need to complete my work effectively

+4



## TOP 3

HIGHEST SCORING QUESTIONS:

% POSITIVE

**Q4.** I am trusted to do my job

86%

**Q30.** Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University

82%

**Q1.** I enjoy my work

82%

# EMPLOYEE ENGAGEMENT



## HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



## YOUR EMPLOYEE ENGAGEMENT SCORE

65%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

-5 ↓

Q60. I am proud to work for the University



81% -1

Q62. I would recommend the University as a great place to work



57% -11 ↓

Q63. I feel a strong sense of belonging to the University



55% -3

Q64. Working here makes me want to do the best work I can



66% -6 ↓

KEY


















AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# HEADLINE SCORES

HIGHEST POSITIVE SCORING QUESTIONS	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	HIGHEST NEGATIVE SCORING QUESTIONS	% NEGATIVE
Q4. I am trusted to do my job	 86%	Q39. The University has a supportive environment for people with poor mental health	 51%	Q37. I often worry about work outside my working hours	 59%
Q30. Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University	 82%	Q55. When changes are made, they are usually for the better	 51%	Q36. 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	 59%
Q1. I enjoy my work	 82%	Q50. The Senior Management Group listen to the views of staff	 51%	Q10. I feel that too many approvals are needed for routine decisions	 48%
Q43. My manager treats me with respect	 82%	Q49. The Senior Management Group of the University provide effective leadership	 50%	Q7. I am required to do unimportant tasks which prevent me completing more important ones	 44%
Q60. I am proud to work for the University	 81%	Q56. The University manages change effectively	 49%	Q48. The Senior Management Group of the University are sufficiently visible	 41%



## FIND YOUR HIGHEST SCORES

### THESE QUESTIONS ARE YOUR HIGHEST SCORING.

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?  
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.  
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?  
(AREAS OF CONCERN)

# ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### MY ROLE / WORK EXPERIENCE

63%

#### RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q1. I enjoy my work	30	53	12		82%	-
Q2. My work gives me a sense of personal achievement	29	49	12		78%	-2
Q3. My work makes good use of my skills and abilities	27	47	13	9	75%	-2
Q4. I am trusted to do my job	44	41	8		86%	-
Q5. I am clear about what I am expected to achieve in my role	29	47	14	8	76%	-7↓
Q6. I feel priorities are changed too frequently for me to work efficiently	9	20	28	35	42%	-
Q7. I am required to do unimportant tasks which prevent me completing more important ones	16	27	25	27	32%	-
Q8. I understand the current aims of the University	16	53	20	8	70%	-
Q9. I understand how my work contributes to the success of the University Strategy	20	50	19	9	70%	-9↓
Q10. I feel that too many approvals are needed for routine decisions	21	27	30	19	22%	-

#### KEY

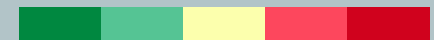


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



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## IS THERE ROOM FOR IMPROVEMENT?

### COMMUNICATION & ENGAGEMENT

55%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q11. I have enough information to do my job well



72%

+5 ↑

Q12. The University does a good job of keeping me informed about matters affecting me



58%

-1

Q13. Communications I receive from the University are clear and easy to understand



63%

-

Q14. I am able to speak up and challenge the way things are done



44%

-10 ↓

Q15. There are opportunities for me to feed my views upwards in the University



39%

-

Q16. I am satisfied with my physical working environment



59%

-9 ↓

Q17. The working environment encourages collaboration



47%

-

Q18. I have the resources I need to complete my work effectively



59%

+4

### KEY

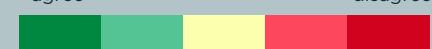


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Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW  
THE NON STANDARD  
QUESTIONS ASKED IN THE  
SURVEY AND HOW THE  
PROPORTION OF  
COLLEAGUES  
RESPONDED.

## IS THERE ROOM FOR IMPROVEMENT?

### PERFORMANCE AND CAREER DEVELOPMENT

#### RESPONSE SCALE

RESPONSE  
COUNT

%

**Q19.** Have you had a Performance and Development Review (PD&R) in the last 12 months?

**4343**

Yes



**3910 90%**

No



**169 4%**

Have not been here long enough



**264 6%**

# ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### PERFORMANCE AND CAREER DEVELOPMENT

42%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q19a. My PDR was useful to me



49%

-

Q19b. During my last PDR my reviewer helped me to focus on my performance



55%

-

Q20. I receive regular and constructive feedback on my performance



46%

-4

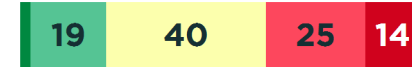
Q22. I am optimistic about my future opportunities for career development



39%

-

Q23. Poor performance is managed effectively where I work



21%

-12 ↓

Q24. Good performance is always acknowledged where I work



43%

-

### KEY



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Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



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RESPONDED.

## IS THERE ROOM FOR IMPROVEMENT?

### PERFORMANCE AND CAREER DEVELOPMENT

#### RESPONSE SCALE

RESPONSE  
COUNT

%

**Q21.** In the past year I have undertaken personal and/or professional development activities amounting to

**4281**

0 days



**921 22%**

1-3 days



**1899 44%**

4-7 days



**798 19%**

Over 7 days



**663 15%**



# ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### PAY AND BENEFITS

54%

RESPONSE SCALE

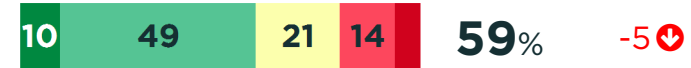
% POSITIVE

VARIANCE FROM BENCHMARK

Q25. Considering my duties and responsibilities, I feel my pay is fair



Q26. I am satisfied with the total benefits package (e.g. pension, annual leave)



### DIGNITY & DIVERSITY

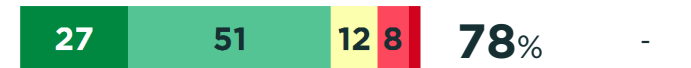
78%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q27. The people I work with are willing to help each other even if this means doing something outside their usual activities



Q28. I can be honest about who I am in the workplace (eg faith/sexuality/hidden disabilities)



Q29. I am treated with fairness and respect



Q30. Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University



Q31. I believe the University is committed to equality for all of its staff



#### KEY

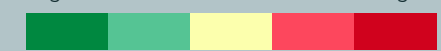


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



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## IS THERE ROOM FOR IMPROVEMENT?

### DIGNITY & DIVERSITY

#### RESPONSE SCALE

RESPONSE  
COUNT

%

**Q32.** In the last year, I have experienced bullying at the University

**4296**

Yes



**457 11%**

No



**3461 81%**

Prefer not to say



**378 9%**

# ALL QUESTIONS



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RESPONDED.

IS THERE ROOM  
FOR  
IMPROVEMENT?

### DIGNITY & DIVERSITY

#### RESPONSE SCALE

RESPONSE  
COUNT

%

**Q32a.** Did you:

**453**

Report to a Manager/senior member of staff



**182 40%**

Speak to a Trade Union Representative



**47 10%**

Speak to a Respect Adviser

The data for this question has been hidden for anonymity reasons.

Take other action



**84 19%**

Take no action



**132 29%**

**Q32b.** Did you feel supported?

**453**

Yes



**93 21%**

No



**269 59%**

Prefer not to say



**91 20%**

# ALL QUESTIONS



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RESPONDED.

## IS THERE ROOM FOR IMPROVEMENT?

### DIGNITY & DIVERSITY

#### RESPONSE SCALE

RESPONSE  
COUNT

%

**Q33.** In the last year, I have felt discriminated against at the University

**4262**

Yes



**346 8%**

No



**3643 85%**

Prefer not to say



**273 6%**

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

### DIGNITY & DIVERSITY

#### RESPONSE SCALE

RESPONSE COUNT

%

**Q33a.** Did you:

**343**

Report to a Manager/senior member of staff



**83**

**24%**

Speak to a Trade Union Representative



**39**

**11%**

Speak to a Respect Adviser

The data for this question has been hidden for anonymity reasons.

Take other action



**55**

**16%**

Take no action



**162**

**47%**

**Q33b.** Did you feel supported?

**340**

Yes



**52**

**15%**

No



**221**

**65%**

Prefer not to say



**67**

**20%**

# ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### WELLBEING & WORK-LIFE BALANCE

41%

#### RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

**Q34.** I feel I am supported to have a good work-life balance



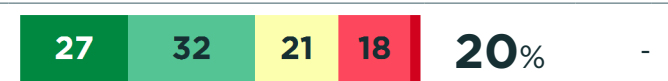
-

**Q35.** I am able to handle all the conflicting demands on my time at work



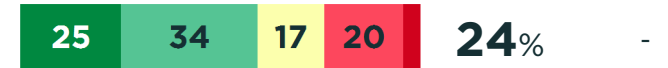
-

**Q36.** 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



-

**Q37.** I often worry about work outside my working hours



-

**Q38.** Overall I feel unduly stressed by my work



-

**Q39.** The University has a supportive environment for people with poor mental health



-

**Q40.** I feel safe and secure in my working environment



-

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



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## IS THERE ROOM FOR IMPROVEMENT?

### MY IMMEDIATE MANAGER/SUPERVISOR

67%

#### RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q41. My manager is available when needed



76%

-

Q42. My manager communicates effectively



68%

-

Q43. My manager treats me with respect



82%

-1

Q44. My manager motivates and inspires me to be more effective in my job



59%

-3

Q45. My manager leads by example



61%

-

Q46. My manager is an effective leader



61%

-

Q47. My manager encourages me to come up with new or better ways of doing things



61%

-5 ↓

#### KEY



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## IS THERE ROOM FOR IMPROVEMENT?

### UNIVERSITY LEADERSHIP

27%

RESPONSE SCALE

% POSITIVE

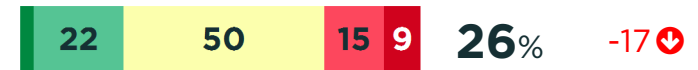
VARIANCE FROM BENCHMARK

**Q48.** The Senior Management Group of the University are sufficiently visible



-13 ↓

**Q49.** The Senior Management Group of the University provide effective leadership



-17 ↓

**Q50.** The Senior Management Group listen to the views of staff



-

**Q51.** The Senior Management Group have a clear vision for the future of the University



-4

### KEY



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Strongly agree Agree Neither Disagree Strongly disagree





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## IS THERE ROOM FOR IMPROVEMENT?

### MANAGING CHANGE

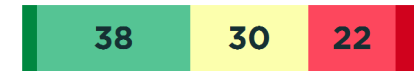
34%

#### RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q52. The reasons behind changes are usually explained to me



42%

-

Q53. When changes are made, I understand what they are trying to achieve



44%

-

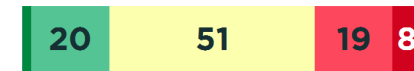
Q54. I have the opportunity to contribute my views before changes are made which affect my role



33%

-17 ↓

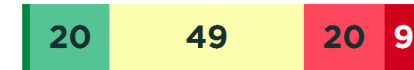
Q55. When changes are made, they are usually for the better



22%

-5 ↓

Q56. The University manages change effectively



22%

-10 ↓

Q57. The University is well placed to meet the challenges of the future



42%

-

#### KEY

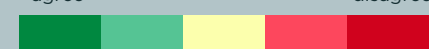


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## IS THERE ROOM FOR IMPROVEMENT?

### CULTURE AND VALUES

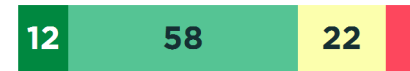
59%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q58. I understand the current University values



70%

-

Q59. I believe all staff with whom I come into contact, uphold the University values



39%

-

Q60. I am proud to work for the University



81%

-1

Q61. I feel valued by the University



46%

-8 ↓

Q62. I would recommend the University as a great place to work



57%

-11 ↓

Q63. I feel a strong sense of belonging to the University



55%

-3

Q64. Working here makes me want to do the best work I can



66%

-6 ↓

### ACTION

32%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q65. I believe that action will be taken following this survey



32%

-10 ↓

### KEY

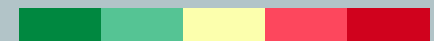


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



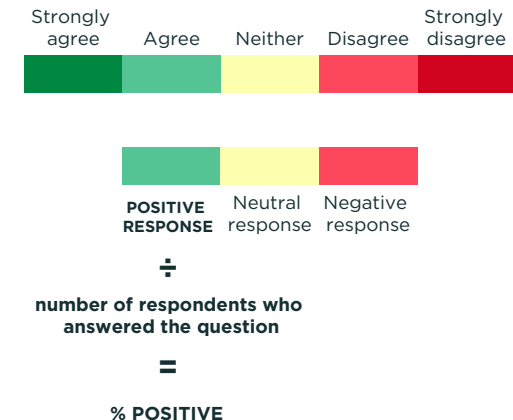
# GUIDE TO THIS REPORT

## YOUR BENCHMARK DATA

ORC INTERNATIONAL FACILITATES A BENCHMARKING PROGRAMME WHICH ALLOWS ORGANISATIONS TO BENCHMARK THEIR RESULTS AGAINST THE RESULTS OF OTHER ORGANISATIONS IN THEIR SECTOR. IN THIS REPORT, THE EXTERNAL BENCHMARK DATA IS THE AVERAGE % POSITIVE SCORE ACHIEVED FROM RECENT SURVEYS OF ALL OTHER RUSSELL GROUP UNIVERSITIES .

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

## ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE UNIVERSITY OVERALL.