



QMUL Staff Survey 2016

Outcome requested:	Council is asked to note the outcomes from the 2016 staff survey and the process for responding to it.
Executive Summary:	The QMUL staff engagement survey ran from 18 April until 13 May and had a response rate of 62% (2,694 staff), an increase from the last survey response rate of 59% (2,199 staff). The institution-level report on the outcomes of the survey has been included, for information. A comments report was also issued and is available on request. Local action plans have been submitted in response to local results. QMSE has also developed an institutional-level action plan.
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	Strategic Aim 1: to recruit students and staff of the highest intrinsic talent and potential, and to nurture their careers.
Internal/External regulatory/statutory reference points:	N/A
Strategic Risks:	The strategic risk register notes the need to develop and retain high quality staff in the academic disciplines and professional services.
Equality Impact Assessment:	N/A
Subject to prior and onward consideration by:	N/A
Confidential paper under FOIA/DPA:	No
Timing:	An update on progress against action plans will be collated in May 2017. The next survey will run in Spring 2018.
Author:	Gulshin Ijaz, Organisational Development Manager
Date:	4 January 2017
Senior Management/External Sponsor:	Laura Gibbs, Chief Operating Officer

1. Introduction

The QMUL staff engagement survey ran from 18 April until 13 May 2016 and gave colleagues the opportunity to provide feedback on their experience of working at QMUL. A commitment was made to follow the survey with action-planning at organisation, faculty and Institute/School/Directorate levels to target areas requiring improvement. Local action plans were submitted in June 2016. QMSE has also agreed institution-wide actions. This paper provides a summary of key themes arising from the 2016 survey along with proposed actions.

2. Key themes at organisational level

The 2016 institution-wide results (see appendix 1) revealed many positive messages. Colleagues continue to report feeling positive about how interesting their roles are, feelings of personal accomplishment, being encouraged to look for ways to improve how we do things and, given the available resources, having what they need to complete their work effectively. Another strong area was colleagues feeling supported and motivated by managers or supervisors. Staff responded positively in these areas back in 2014 as well. Below are key themes identified as requiring improvement.

2a. Engagement

Engagement in this context is defined as staff feeling committed to their organisation's goals and values, and being motivated to contribute to organisational success, with an enhanced sense of their own well-being. QMUL scored 64%, 6% below the HEI benchmark¹.

Specific areas for concern where scores were noticeably below benchmark comparisons included:

- Recommending QMUL as a great place to study (64%);
- Feeling committed to the goals of QMUL (61%);
- Feeling that different parts of QMUL communicate effectively with one another (23%);
- Feeling that QMSE listens to and responds to the views of staff – there was a high neutral response rate of 55% to this question.

2b. Investment in leadership

Survey answers around management recognition, being treated fairly by managers, and managers being approachable were positive. However, managers' ability to support staff in their development and motivate them to achieve their objectives are areas in need of improvement. The most common theme in the comments report related to management and the need for further leadership development. The new People Strategy includes an aim to review leadership development needs across the organisation and develop appropriate responses based on the findings.

2c. Well-being

Feedback indicates that only 37% of staff feel there are effective policies and practices to support them if they experience stress or pressure. In addition, 10% of staff (255 people) stated that they have personally experienced bullying and/or harassment at work in the last 12 months, and a further 7% of staff (196 people) preferred not to say. Incidence varies by school/Directorate. Actions to tackle this are outlined in section 4 below.

2d. Academic, clinical academic and non-academic staff

Survey data indicates a number of significant differences between the answers given by non-clinical academic (1,052), clinical academic (204), and non-academic staff members (1,260). As questions were optional, all staff did not necessarily answer all questions:

¹ The HEI Benchmark includes 26 universities, of which 10 are London-based and 9 are from the Russell Group.

- Clinical academics are more engaged than non-clinical academics (70% cf. 61%);
- Work-life balance is reported to be markedly better for non-academic staff (67%) than clinical and non-clinical academic staff (49% and 44%);
- Non-academic staff are least likely to be clear about how they can develop their career (39%);
- Clinical staff are more likely to feel empowered to make decisions and act upon them (77%), and feel more appreciated for the work they do (68%).

3. Diversity and Inclusion

The Diversity and Inclusion team are analysing data broken down by protected characteristics (race, sexual orientation, disability, gender and age). This will be taken to the Equality and Diversity Steering Group.

4. Change in survey provider and scale

In order to fulfil procurement requirements, alternative survey providers were considered for the 2016 cycle, after which a new provider, ORC, was selected. The new provider recommended a 5-point scale in place of the previously used 4-point scale. This meant introducing a neutral response, which has the following advantages:

- It allows us to gauge the true opinions of employees' experiences rather than forcing them into thinking something is good or bad.
- It provides some indication of staff that may be apathetic, disengaged or lack knowledge about a particular topic.
- It allow us to understand our 'swing voters'.

However this has made trend analyses difficult, as it means it would be comparing two different scales. A summary of key results have been displayed in the following table side by side.

		2016				2014		
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
13	On the whole, different parts of QMUL communicate effectively with each other	Strongly agree	86	3%		Agree	218	11%
		Agree	525	20%		Tend to agree	644	31%
		Neither agree nor disagree	980	37%				
		Disagree	713	27%		Tend to disagree	727	35%
		Strongly disagree	369	14%		Disagree	487	23%
		Total	2,673			Total	2076	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
14	There are opportunities for me to feed my views upwards in the University	Strongly agree	174	7%		Agree	404	19%
		Agree	890	33%		Tend to agree	779	37%
		Neither agree nor disagree	894	33%				
		Disagree	522	20%		Tend to disagree	626	30%
		Strongly disagree	195	7%		Disagree	278	13%
		Total	2,675			Total	2087	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
17	The Queen Mary Senior Executive listens to and	Strongly agree	104	4%		Agree	246	12%
		Agree	510	19%		Tend to agree	585	28%
		Neither agree nor disagree	1,468	55%		Don't know	575	27%

	responds to the views of staff	Disagree	365	14%		Tend to disagree	380	18%
		Strongly disagree	219	8%		Disagree	338	16%
		Total	2,666			Total	2124	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
	23 I have a clear plan for my future development	Strongly agree	381	14%		Agree	634	29%
		Agree	951	36%		Tend to agree	745	34%
		Neither agree nor disagree	720	27%				
		Disagree	427	16%		Tend to disagree	540	25%
		Strongly disagree	198	7%		Disagree	248	11%
		Total	2,677			Total	2167	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
	25 I feel I have reasonable control over work demands made on me	Strongly agree	255	10%		Agree	571	26%
		Agree	1,253	47%		Tend to agree	908	42%
		Neither agree nor disagree	516	19%				
		Disagree	438	16%		Tend to disagree	480	22%
		Strongly disagree	201	8%		Disagree	211	10%
		Total	2,663			Total	2170	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
	26 I am able to strike the right balance between my work and home life	Strongly agree	384	14%		Agree	630	29%
		Agree	1,123	42%		Tend to agree	768	35%
		Neither agree nor disagree	536	20%				
		Disagree	398	15%		Tend to disagree	465	21%
		Strongly disagree	223	8%		Disagree	306	14%
		Total	2,664			Total	2169	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
	32 Have you personally experienced bullying and/or harassment at work in the last 12 months?	Yes	255	10%		Yes	127	6%
		No	2,226	83%		No	2032	94%
		Prefer not to say	196	7%				
		Total	2,677			Total	2159	
Q	Question	Response option	Count	Percentage		Response option	Count	Percentage
	53 I am proud to work for QMUL	Strongly agree	663	25%		Agree	940	43%
		Agree	1,360	51%		Tend to agree	922	43%
		Neither agree nor disagree	495	19%				
		Disagree	91	3%		Tend to disagree	237	11%
		Strongly disagree	48	2%		Disagree	66	3%
		Total	2,657			Total	2165	

Future surveys would retain the 5-point scale in order to allow a comparison of results across surveys in the future.

5. Institutional-level action plan

The following table outlines the institutional level actions agreed by QMSE to address the key themes, including leads and timeframes.

Action	Lead	Date
Introduce events for staff which will enable them to meet and engage with members of QMSE on a termly basis.	Kevin Kumar (Principal's Office), Bonnie Southcott (Marketing & Comms) and Gulshin Ijaz (HR)	First event to take place in Spring 2017.
QMSE members to undertake local visits to Schools and Directorates outside of their faculty/area to discuss organisational objectives and find out about front-line issues.	COO office	To begin January 2017.
Regular reporting back by QMSE via Connect or Faculty Executives and PSLT on progress against institutional level goals.	Marketing and Communications	To begin January 2017.
Introduce QMSE sponsored initiatives that encourage academic and professional service colleagues to work more effectively together.	PS Strategy Steering Group (Strategic Aim 5), headed by a QMSE sponsor.	Recommendations to be submitted by March 2017.
Continue delivery of leadership development programme, with a particular emphasis on middle managers.	CAPD	Launched October 2016 and ongoing.
Consider actions needed to address the staff survey results on bullying and harassment.	Well-being group, in collaboration with the trade unions. VPS/COO (with the support of HR Partners) to ensure local plans address local areas with high rates of bullying/harassment.	Summer 2017.
Consider actions needed to review/promote effective policies and practices to support staff experiencing stress or pressure, particularly in relation to academic staff and their work-life balance.	Well-being group	Summer 2017.
Review training and development provision for non-academic staff through a sufficiently resourced provision.	CAPD	September 2017.
Update on actions to QMSE	Gulshin Ijaz	Twice a year.

6. Local action plans

Local action plans have been developed by Heads/Directors to address local results. These were collated and ratified at faculty/professional services level before being submitted centrally to Human Resources.

7. Next steps

An update on progress against action plans will be collated in May 2017. The next survey will run in spring 2018.

Gulshin Ijaz
Organisational Development Manager
January 2017

**YOUR
EMPLOYEE
ENGAGEMENT
SCORE:**



64%

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 university and in helping it to achieve its goals.



WHAT NOW?

**1.
TAKE THE TIME TO
EXPLORE**

AND UNDERSTAND THE RESULTS IN THIS REPORT.

**2.
DISCUSS THE
RESULTS WITH YOUR
TEAM**

IDENTIFY THE THINGS TO CELEBRATE (STRENGTHS) OR IMPROVE (ACTION AREAS).

**3.
WORK TOGETHER**

TO BUILD A PLAN OF ACTION.



**TOP 3
HIGHEST SCORING QUESTIONS:**

% POSITIVE

Q1. My work is interesting to me

88%

Q41. My manager/supervisor/appraiser is approachable

82%

Q2. My work gives me a feeling of personal accomplishment

80%



**BOTTOM 3
LOWEST SCORING QUESTIONS:**

% POSITIVE

Q13. On the whole, different parts of QMUL communicate effectively with each other

23%

Q17. The Queen Mary Senior Executive listens to and responds to the views of staff

23%

Q47. When changes are made they are usually for the better

31%

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 UNIVERSITY.

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



YOUR EMPLOYEE ENGAGEMENT SCORE

64%

RESPONSE SCALE

	Q53. I am proud to work for QMUL	Q54. I would recommend QMUL as a great place to work	Q55. I would recommend QMUL as a great place to study	Q56. I feel a strong sense of belonging to QMUL	Q57. Working here makes me want to do the best work I can	Q58. I feel committed to the goals of QMUL
SAY	25	21	21	17	21	17
STAY	51	43	43	38	43	44
STRIVE	19	7	29	11	7	31

KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

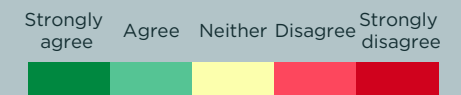
MY ROLE

71%

RESPONSE SCALE



KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

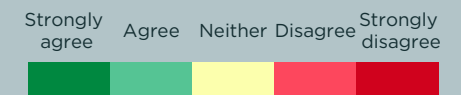
COMMUNICATION

45%

RESPONSE SCALE

Q9. I see how my role contributes to the success of the University	24	52	17	
Q10. I have the opportunity to contribute my views before changes are made which will affect my job	12	33	28	18 9
Q11. Communications from the Principal and Vice Principals are useful	8	38	38	11
Q12. Communications from my Institute/School/Directorate are useful	12	47	28	8
Q13. On the whole, different parts of QMUL communicate effectively with each other	20	37	27	14
Q14. There are opportunities for me to feed my views upwards in the University		33	33	20 7
Q15. My SMD/Faculty/Professional Services senior management team listens to and responds to the views of staff	8	33	36	14 8
Q16. My Institute/School/Directorate leadership listens to and responds to the views of staff	12	36	33	12
Q17. The Queen Mary Senior Executive listens to and responds to the views of staff	19		55	14 8

KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

MY DEVELOPMENT

54%

RESPONSE SCALE

Q18. I am clear how I can develop in my career at QMUL	11	34	26	20	9
Q19. QMUL has an open and transparent mechanism for filling vacancies	12	41	32	10	
Q21. My last appraisal/probationary meeting provided me with useful work goals and personal development goals	14	45	27	9	
Q22. I have received appropriate training to do my job well	16	47	24	9	
Q23. I have a clear plan for my future development	14	36	27	16	7

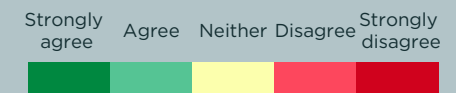
WELLBEING

50%

RESPONSE SCALE

Q24. There are effective policies/practices in place to support me if I experience stress or pressure		30	37	17	10
Q25. I feel I have reasonable control over work demands made on me	10	47	19	16	8
Q26. I am able to strike the right balance between my work and home life	14	42	20	15	8

KEY





EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

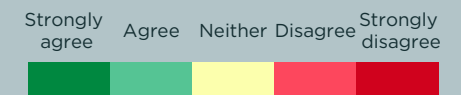
WORKING RELATIONSHIPS

67%

RESPONSE SCALE

Q27. The people in my team are willing to help each other even if this means doing something outside their usual activities	30	46	13	7
Q28. The people in other Institutes/Schools/Directorates I deal with are willing to help each other even if this means doing something outside their usual activities	7	36	43	11
Q29. I am encouraged to collaborate with other Institutes/Schools/Directorates to solve problems	10	43	30	13
Q30. I am treated with fairness and respect at the University	20	50	19	
Q31. I think the University respects individual differences (e.g. cultures, working styles, backgrounds, ideas, race, gender, disability, religion/belief, sexual orientation)	29	51	15	

KEY





EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

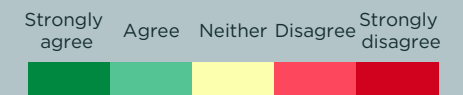
MY REWARDS

49%

RESPONSE SCALE

Q34. I am rewarded fairly for my contributions	9	39	27	18	8
Q35. In comparison with people in similar jobs in other organisations, I feel my pay is reasonable	11	40	23	17	9
Q36. I am satisfied with the total benefits package	9	40	29	16	

KEY





EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

MY MANAGER / SUPERVISOR / APPRAISER

67%

RESPONSE SCALE

Q37. My manager/supervisor/appraiser recognises and acknowledges when I have done my job well	28	44	15	9	
Q38. My manager/supervisor/appraiser helps me to identify opportunities to learn and grow	21	38	24	11	
Q39. My manager/supervisor/appraiser allocates time and funding to pursue those opportunities to learn and grow	17	33	29	14	8
Q40. My manager/supervisor/appraiser treats everyone fairly	28	42	17	7	
Q41. My manager/supervisor/appraiser is approachable	39	43	11		
Q42. My manager/supervisor/appraiser supports and motivates me to achieve my objectives	27	39	22	7	

KEY





EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

LEADERSHIP

45%

RESPONSE SCALE

Q43. I have confidence in the leadership of my Institute/School/Directorate senior management team	17	42	26	9
Q44. I have confidence in the leadership of my SMD/Faculty/Professional Services senior management team	11	36	36	10
Q45. I have confidence in the leadership of the Queen Mary Senior Executive	8	33	45	8
Q46. I believe the Queen Mary Senior Executive has a clear vision for the future of the University	10	37	42	8
Q47. When changes are made they are usually for the better		26	46	16

KEY





EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

VISION, VALUES AND STRATEGY

59%

RESPONSE SCALE

Q48. I believe QMUL's strategy will lead to improvements in the next 12 months	28	54	8
Q49. I know the values of the organisation	10	54	9
Q50. I agree with the values of the organisation	11	49	36
Q51. My Institute/School/Directorate delivers a good service to students and other service users	18	51	23
Q52. QMUL has a positive impact on the communities it interacts with	15	51	31

KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

WORKING AT QMUL

64%

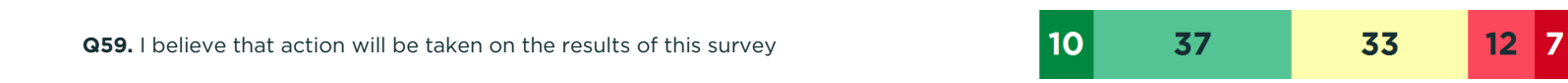
RESPONSE SCALE



NEXT STEPS

47%

RESPONSE SCALE



KEY

