



Colleague Engagement

Survey results Autumn 2022

Prepared by People Insight, November 2022

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About People Insight

- ▶ 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.

Foreword from the sponsors

In this survey more than 4,200 of us shared our views on what it's like to work at the University of Glasgow. As co-sponsors of the Colleague Engagement survey for University's Senior Management Group (SMG), we want to thank you for completing the survey and enabling the University to be a great place to work, one of many ways we all live our 'Curiosity and Discovery' value.

We are delighted to see improvements in a number of areas since the last engagement survey in AY 2021-22. Many of us have indicated that we feel more valued for our work and report having been actively encouraged and supported by our line managers, both up six points since our last survey. It is highly encouraging to learn that many have welcomed the opportunity for further development and growth working here in the period since the last survey, and that this now scores 22 points higher than other universities.

A number of areas have been highlighted as areas upon which we could be doing better - the collective performance of leaders and how we respond to your feedback. There remains room for improvement in the way we make and share decisions taken across the University while there continue to be concerns regarding workload, wellbeing and the way that poor performance is managed.

We are in the process of reviewing your comments to better understand those areas in which there is more to do. Action plans are currently being developed at institutional and unit levels based on our feedback. We will share the University-wide plan with you in the coming weeks and would remind you of our plans to conduct the next survey in the springtime to review our progress at that time.

We look forward to working together with you on these actions, and to hearing your thoughts come 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

Introduction

People Insight Ltd were commissioned to undertake the University's Autumn 2022 colleague engagement survey as an external independent provider. The questionnaire was designed to measure colleague attitudes and opinions concerning key engagement experiences.

The University chose to partner with People Insight to ensure that colleagues had the opportunity to share their honest opinions about their experiences of working at the University through an anonymous survey process.

The survey was conducted between 5 October and 28 October 2022 and achieved an overall response rate of 56%. 7589 staff members were invited to take part in the survey and 4267 responded.

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

Results are reported as:



This report provides a top-level summary of the survey responses.

Comparisons are provided through two of People Insight's sector benchmarks: the Russell Group and Higher Education Institutions (HEI), consisting of responses from other HEIs that People Insight partner 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.



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 of these five questions and is presented as a single measure.

The University's engagement score in 2022 stands at 65%, a fall of three percentage points since the last engagement survey in 2021. When compared to other Higher Education Institutions (HEIs) and other Russell Group universities, the University is below 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. While the sense of pride in working for the University is the highest scoring engagement question, it is below the sector comparisons. 7 out of 10 colleagues would like to keep working at the University in the next two years, which is in line with the Higher Education sector. Motivation to do the best work and recommending the University as a good place to work are below the Russell Group and wider sector norms and so is the sense of belonging to the University.

Engagement	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I am proud to work for the University	4267	74%	19%	7%	74% (↓2 vs 21)	↓3 (77%)	↓5 (79%)
I would still like to be working at the University in two years' time	4267	70%	20%	10%	70% (↓2 vs 21)	→0 (70%)	-- (--)
Working here makes me want to do the best work I can	4267	66%	22%	11%	66% (↓3 vs 21)	↓6 (72%)	↓4 (70%)
If asked, I would recommend the University to friends and family as a good place to work	4267	62%	22%	16%	62% (↓6 vs 21)	↓2 (64%)	↓6 (68%)
I feel a strong sense of belonging to the University	4267	55%	27%	17%	55% (↓3 vs 21)	↓4 (60%)	↓2 (57%)

Notes and references:

Questions ranked from most to least positive within each theme.

Benchmarks: Russell Group and 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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- 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 27 questions, which covered eight different survey themes. The table below shows the results for each of the eight 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 dignity and diversity, and their role within the University. They felt less positive about their wellbeing and work-life balance or about the culture and values portrayed within the organisation.

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
Dignity & Diversity	4267	80%	11%	9%	80% (↓2 vs 21)	↑3 (77%)	↑4 (76%)
My Role & Development	4267	71%	13%	16%	71% (↑2 vs 21)	↑12 (59%)	↓1 (72%)
Leadership & Strategy	4267	51%	29%	20%	51% (↓4 vs 21)	↓11 (62%)	↑2 (49%)
Line Management	4269	59%	22%	19%	59% (↑3 vs 21)	↓8 (67%)	↑1 (58%)
Reward & Recognition	4268	62%	17%	21%	62% (↑4 vs 21)	↑1 (61%)	-- (--)
Communication	4267	64%	20%	16%	64% (- vs 21)	↑2 (62%)	-- (--)
Wellbeing and Balance	4267	50%	21%	29%	50% (↓1 vs 21)	↓7 (57%)	↓12 (62%)
Culture & Values	4267	40%	29%	31%	40% (↑1 vs 21)	↓4 (44%)	↓5 (45%)

Notes and references:

Questions ranked from most to least positive within each theme.

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

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

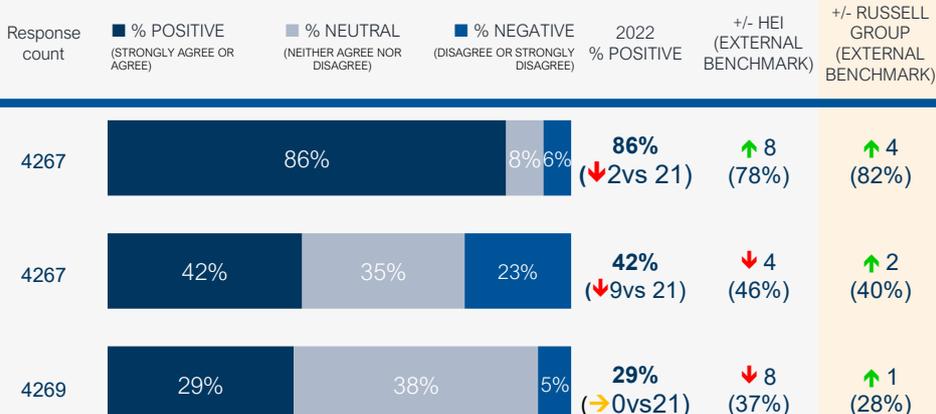
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Summary and results in detail

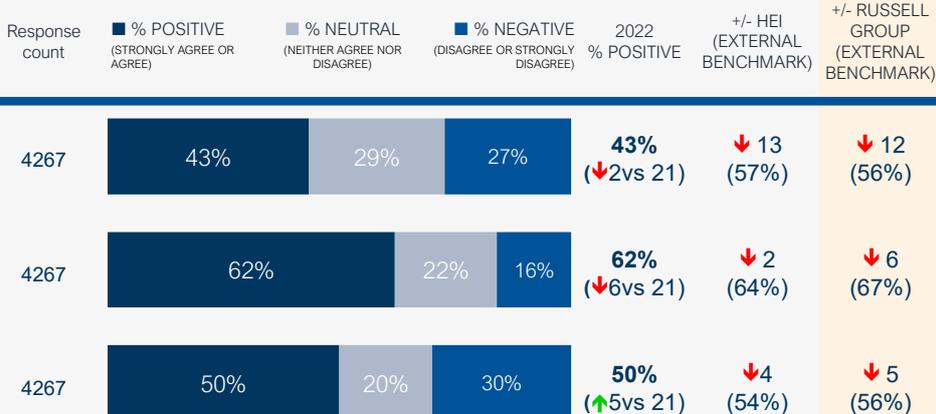
Below you find the top and bottom scoring questions vs. the sector benchmarks. Compared to People Insight's Russell Group benchmark, more staff feel trusted to do their jobs and believe the SMG leads the University well. However, compared to other universities, our colleagues feel less involved in decision-making. They also think the University could do more to support their health and wellbeing at work. Fewer staff would recommend the University as a place to work. The latter is also one of the engagement questions.

On the next pages the results are further presented by theme.

Top 3 questions vs. Russell Group benchmark:



Bottom 3 questions vs. Russell Group benchmark:



Notes and references:

Questions ranked from most to least positive within each theme.

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

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Results in detail continued

Communication

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I feel I am kept well informed about the University as a whole	4267	62%	23%	15%	62% (- vs 21)	↑ 2 (60%)	-- (--)
I feel I am kept well informed about matters relating to my area within the University	4267	66%	17%	16%	66% (- vs 21)	-- (--)	-- (--)

Culture & Values

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
My opinion is sought on decisions that affect my work	4267	50%	20%	30%	50% (↑ 5vs 21)	↓ 4 (54%)	↓ 5 (55%)
Colleagues truly live the University Values	4267	45%	37%	18%	45% (↑ 9vs 21)	-- (--)	-- (--)
Decisions are made in a timely and efficient way	4267	24%	31%	45%	24% (↓ 11vs 21)	-- (--)	-- (--)

Wellbeing and Balance

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I feel able to cope with my workload	4267	53%	18%	28%	53% (↓ 3vs 21)	↓ 1 (54%)	-- (--)
I am able to strike the right balance between my work and home life	4267	53%	16%	31%	53% (↑ 1vs 21)	↓ 5 (58%)	-- (--)
The University does enough to support my health and wellbeing at work	4267	43%	29%	27%	43% (↓ 2vs 21)	↓ 13 (57%)	↓ 12 (56%)

Notes and references:

Questions ranked from most to least positive within each theme.

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Results in detail continued

Dignity & Diversity

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I feel that I'm trusted to do my job	4267	86%	8%	6%	86% (↓2vs 21)	↑8 (78%)	↑4 (82%)
Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University	4267	75%	17%	8%	75% (↓4vs 21)	↓1 (75%)	-- (--)
I have not felt bullied / harassed at work in the past 12 months	4267	80%	7%	13%	80% (↓1vs 21)	-- (--)	-- (--)

Leadership & Strategy

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
The Senior Management Group manages and leads the University well	4267	42%	35%	23%	42% (↓9vs 21)	↓4 (46%)	↑2 (40%)
Managers / Leaders here act as good role models	4267	51%	29%	19%	51% (→0vs21)	-- (--)	-- (--)
The Senior Management Group listens to and responds to the views of staff	4267	31%	39%	30%	31% (↓7vs 21)	↓18 (48%)	-- (--)
I understand how my work contributes to the success of University strategy	4267	79%	13%	8%	79% (↑3vs21)	-- (--)	-- (--)

Notes and references:

Questions ranked from most to least positive within each theme.

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Results in detail continued

Line Management

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
Poor performance is managed effectively where I work	4269	29%	38%	32%	29% (→0vs21)	↓8 (37%)	↑1 (28%)
My manager encourages and helps me to do a great job	4267	74%	15%	12%	74% (↑6vs21)	-- (--)	-- (--)
I have had a constructive conversation about my development with my line manager in the last 12 months	4269	76%	12%	12%	76% --	-- (--)	-- (--)

My Role & Development

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I am clear about what I'm expected to achieve in my role	4267	80%	9%	10%	80% (→0vs21)	↑2 (78%)	↓1 (81%)
I believe I have the opportunity for personal development and growth at the University	4267	62%	16%	22%	62% (↑5vs21)	↑22 (41%)	-- (--)

Reward & Recognition

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2022 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I receive recognition when I do good work	4268	64%	17%	19%	64% (↑2vs21)	-- (--)	-- (--)
I feel valued for the work that I do	4267	60%	17%	23%	60% (↑6vs21)	↑1 (59%)	-- (--)

Notes and references:

Questions ranked from most to least positive within each theme.

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

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Survey % positive score is above comparator.



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No comparison available.

What next

This report focuses on survey results for the University as a whole. Survey results at College, School and Service level have been shared with the 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.

The University surveys on a 'pulse' basis, repeating surveys on a regular basis. We plan to run the next Colleague Engagement survey in Spring 2023. 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



University
of Glasgow

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