



Colleague Engagement

Extended pulse survey results Summer 2021

Prepared by People Insight, November 2021

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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.

Foreword from our sponsors

Our exceptional people are what makes the University of Glasgow a world-class place to work. *World Changers Together: World Changing Glasgow 2025* highlights the importance we place in our people, and sets out our aspirations to ensure that our colleagues feel valued and supported. To support our understanding of our progress towards this goal, we are delighted to co-sponsor the new Colleague Engagement survey, and to present this first round of results.

This survey reflects our experiences during a year like no other. Colleagues have worked exceptionally hard and the survey results reflect some of that pressure. In this context, we want to particularly thank our colleagues for taking the time to give us this feedback. As well as reflecting on what we could be doing differently, it is equally important to celebrate our successes and acknowledge what we do well. For example, 88% of our colleagues report feeling trusted to do their jobs compared to 76% in benchmark institutions.

Please do read this summary report from People Insight which includes more on the overall results of the survey and clusters the information into high level themes. These will be used to develop action plans addressing the key areas which will be put in place across the institution. More about what happens next can be found later in the report, or on our webpages on Colleague Engagement.

We look forward to working together on these actions, and to hearing from you in the next survey.



Christine Barr
Executive Director of People &
Organisational Development



Uzma Khan
Director of Strategic Planning
and Deputy COO

“Build a strong engagement culture where everyone feels valued, heard and informed, and able to provide feedback through meaningful dialogue and active involvement.”

Commitment from the University's People and
Organisational Development Strategy 2020 - 2025

Introduction

People Insight Ltd were commissioned to undertake the University's Colleague Engagement extended pulse survey 2021 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 26 July and 25 August 2021 and achieved an overall response rate of 46%. 7265 staff members were invited to take part in the survey and 3334 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.

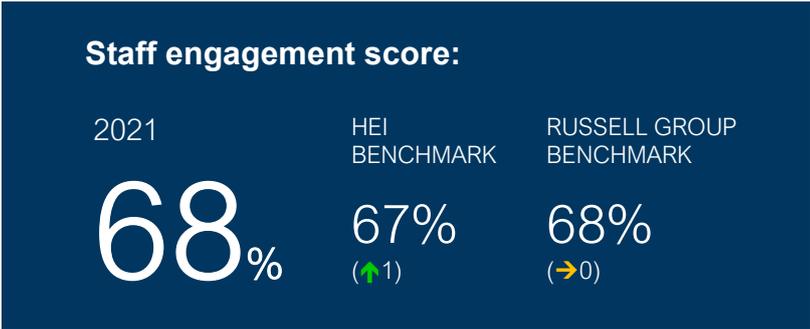
Comparisons are provided through two of People Insight's sector benchmarks: the Russell Group and Higher Education Institutions (HEI) sector, consisting of responses from other HEIs that People Insight partner with on staff surveys over the past three years, including surveys held before the Covid pandemic. 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 2021 stands at 68%. When compared to other HEIs, colleague engagement is slightly ahead; compared to 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. While the sense of pride in working for the University is the highest scoring engagement question, it is below the Russell Group comparison. 7 out of 10 colleagues would like to keep working at the University in the next two years, which is a positive score compared to the HEI sector. Motivation to give their best work and recommending the University as a good place to work are in line with the Russell Group 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)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I am proud to work for the University	3316	76%	18%	6%	76%	→0 (76%)	↓4 (79%)
I would still like to be working at the University in two years' time	3313	71%	19%	10%	71%	↑3 (68%)	-- (--)
Working here makes me want to do the best work I can	3319	69%	22%	9%	69%	↓2 (71%)	↓1 (70%)
If asked, I would recommend the University to friends and family as a good place to work	3325	68%	21%	12%	68%	↑4 (64%)	→0 (68%)
I feel a strong sense of belonging to the University	3310	58%	27%	15%	58%	↑1 (57%)	↑1 (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.
- ↓ 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 32 questions, which covered 8 different survey themes. The table below shows the results for each of the 8 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)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
Dignity & Diversity	3328	77%	13%	10%	77%	↑6 (71%)	↓4 (81%)
My Role & Development	3325	73%	13%	14%	73%	↑8 (65%)	↓8 (81%)
Leadership & Strategy	3319	58%	28%	14%	58%	↑9 (49%)	↑24 (34%)
Line Management	3321	56%	19%	25%	56%	↑21 (35%)	↑28 (28%)
Reward & Recognition	3329	55%	20%	25%	55%	↑3 (51%)	-- (--)
Communication	3326	54%	24%	23%	54%	↓9 (62%)	-- (--)
Wellbeing and Balance	3314	51%	23%	26%	51%	↓3 (54%)	↓4 (56%)
Culture & Values	3318	38%	32%	30%	38%	↓15 (54%)	↓17 (56%)

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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Summary and results in detail

Below you find the top and bottom scoring questions vs. the Russell Group benchmark. Compared to People Insight's Russell Group benchmark, significantly more staff believe the University is managing change effectively and believe the SMG leads the University well during change. Colleagues also feel trusted to get on with their job. However, compared to other Russell Group 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 are proud to work for the University. The latter is also one of the engagement questions.

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

Top 3 questions vs. Russell Group benchmark:

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
The University manages change effectively	3301	45%	31%	24%	45%	↑ 14 (31%)	↑ 17 (28%)
SMG manages and leads the University well	3294	52%	36%	12%	52%	↑ 7 (44%)	↑ 12 (40%)
I feel that I'm trusted to do my job	3327	88%	7%	5%	88%	↑ 12 (76%)	↑ 7 (81%)

Bottom 3 questions vs. Russell Group benchmark:

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
My opinion is sought on decisions that affect my work	3318	45%	22%	33%	45%	↓ 9 (54%)	↓ 11 (56%)
The University does enough to support my health and wellbeing at work	3307	45%	32%	23%	45%	↓ 8 (53%)	↓ 11 (56%)
I am proud to work for the University	3316	76%	18%	6%	76%	→ 0 (76%)	↓ 4 (79%)

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

Results in detail continued

Communication

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I have the information I need to do my job	3322	67%	20%	13%	67%	↓1 (69%)	-- (--)
On the whole, communication in the University is effective	3326	51%	25%	24%	51%	↓5 (56%)	-- (--)
Colleagues communicate openly regardless of position or level	3321	43%	26%	31%	43%	-- (--)	-- (--)

Culture & Values

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
My opinion is sought on decisions that affect my work	3318	45%	22%	33%	45%	↓9 (54%)	↓11 (56%)
Colleagues truly live the University Values	3305	36%	45%	20%	36%	-- (--)	-- (--)
Decisions are made in a timely and efficient way	3315	35%	28%	37%	35%	-- (--)	-- (--)

Wellbeing and Balance

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I feel able to cope with my workload	3307	56%	20%	23%	56%	↑4 (52%)	-- (--)
I am able to strike the right balance between my work and home life	3314	53%	16%	31%	53%	↓5 (57%)	-- (--)
The University does enough to support my health and wellbeing at work	3307	45%	32%	23%	45%	↓8 (53%)	↓11 (56%)

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

Results in detail continued

Dignity & Diversity

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I feel that I'm trusted to do my job	3327	88%	7%	5%	88%	↑12 (76%)	↑7 (81%)
My manager treats me with respect	3326	84%	10%	6%	84%	↑3 (81%)	-- (--)
I have not felt bullied / harassed at work in the past 12 months	3328	80%	8%	12%	80%	-- (--)	-- (--)
Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University	3319	78%	15%	6%	78%	↑4 (75%)	-- (--)
I can be my true self at work	3325	70%	18%	12%	70%	-- (--)	-- (--)
I would feel able to report bullying/harassment without worrying that it would have a negative impact on me	3318	61%	18%	21%	61%	↑8 (53%)	-- (--)

Leadership & Strategy

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I understand how my work contributes to the success of University strategy	3317	76%	15%	8%	76%	-- (--)	-- (--)
I feel confident that the University will emerge strongly from the pandemic	3315	74%	20%	6%	74%	-- (--)	-- (--)
I understand the current aims of the University	3319	72%	20%	8%	72%	↓1 (72%)	-- (--)
Managers / Leaders here act as good role models	3302	52%	29%	19%	52%	-- (--)	-- (--)
SMG manages and leads the University well	3294	52%	36%	12%	52%	↑7 (44%)	↑12 (40%)
The University manages change effectively	3301	45%	31%	24%	45%	↑14 (31%)	↑17 (28%)
SMG listens to and responds to the views of staff	3279	38%	41%	22%	38%	-- (--)	-- (--)

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 the same as comparator.



No comparison available.

Results in detail continued

Line Management

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
My manager encourages and helps me to do a great job	3321	68%	17%	16%	68%	-- (--)	-- (--)
I am personally encouraged to look for ways to improve the ways we do things	3318	64%	20%	16%	64%	-- (--)	-- (--)
I have discussed my development aspirations and personal development plans (and/or a Personal Development Plan (PDP)) with my manager	3007	64%	36%		64%	-- (--)	-- (--)
Poor performance is managed effectively where I work	3310	29%	38%	33%	29%	↓6 (35%)	↑1 (28%)

My Role & Development

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I find my work interesting and challenging	3325	82%	10%	7%	82%	↑3 (80%)	-- (--)
I am clear about what I'm expected to achieve in my role	3324	81%	10%	9%	81%	↑3 (78%)	→0 (81%)
I believe I have the opportunity for personal development and growth at the University	3325	57%	18%	24%	57%	↑19 (38%)	-- (--)

Reward & Recognition

	Response count	% POSITIVE (STRONGLY AGREE OR AGREE)	% NEUTRAL (NEITHER AGREE NOR DISAGREE)	% NEGATIVE (DISAGREE OR STRONGLY DISAGREE)	2021 % POSITIVE	+/- HEI (EXTERNAL BENCHMARK)	+/- RUSSELL GROUP (EXTERNAL BENCHMARK)
I receive recognition when I do good work	3329	62%	18%	20%	62%	-- (--)	-- (--)
I feel valued for the work that I do	3326	54%	21%	25%	54%	↓3 (57%)	-- (--)
In comparison with similar jobs in other organisations, I feel my pay is reasonable	3324	49%	21%	30%	49%	↑3 (46%)	-- (--)

Notes and references:

Questions ranked from most to least positive within each theme.

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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 Leadership Team 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. There will also be opportunities for colleagues to be involved in shaping and delivering these action plans.

This survey is the first of our new 'pulse' surveys, repeated on a regular basis. We plan to run the next Colleague Engagement survey in Spring 2022. 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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