



University College London

Staff survey 2013: results presentation

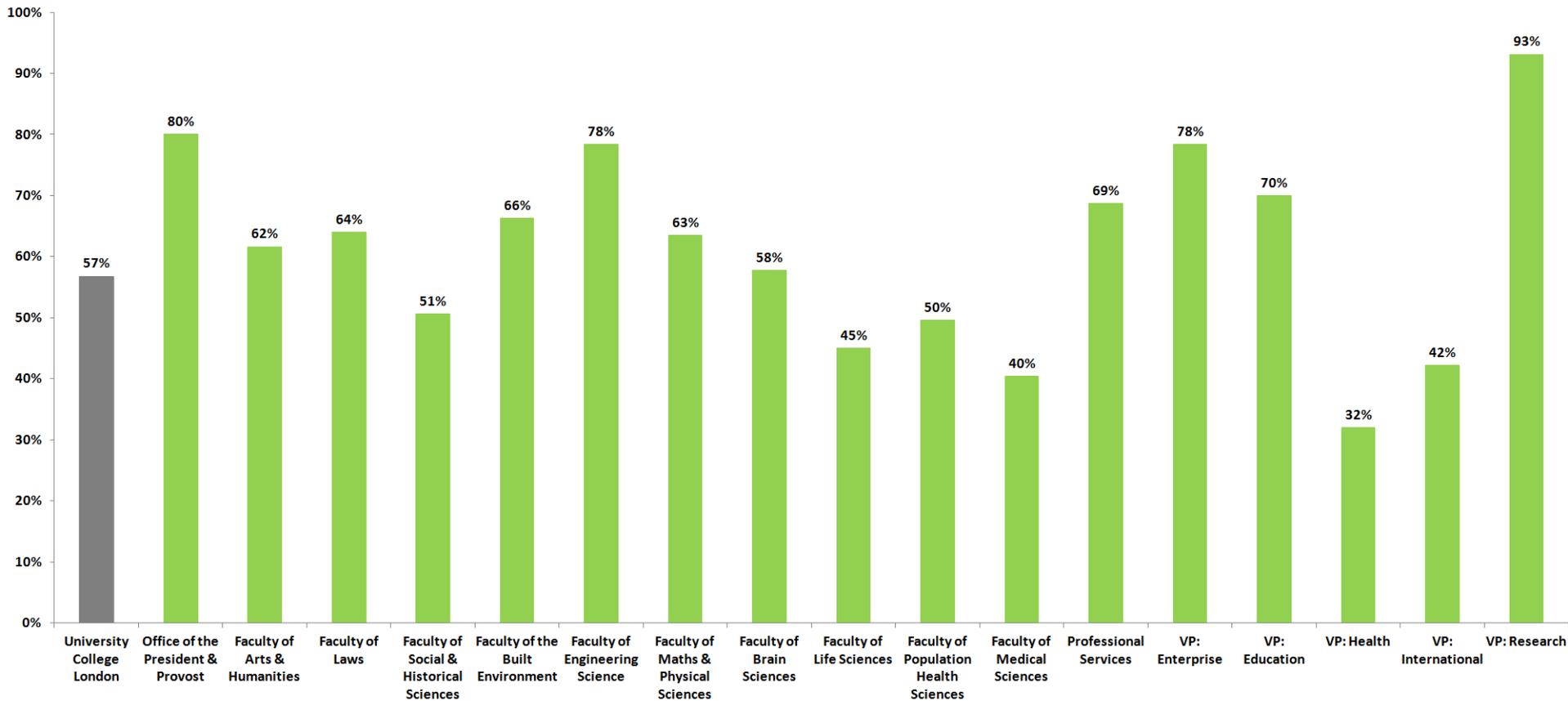
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Agenda

- Headline results
- Employee engagement
- Key drivers of engagement within UCL
- Other key themes
- Summary and next steps

Headline results

5,716 responses
57% response rate across UCL



Headlines

What are employees most positive about?

- Employees are interested in the work that they do and feel it gives them a sense of satisfaction.
- There is an understanding of how their work contributes to objectives on a team and organisational level.
- Furthermore, a large proportion of employees are happy to go the extra mile when required.

What are employees most neutral about?

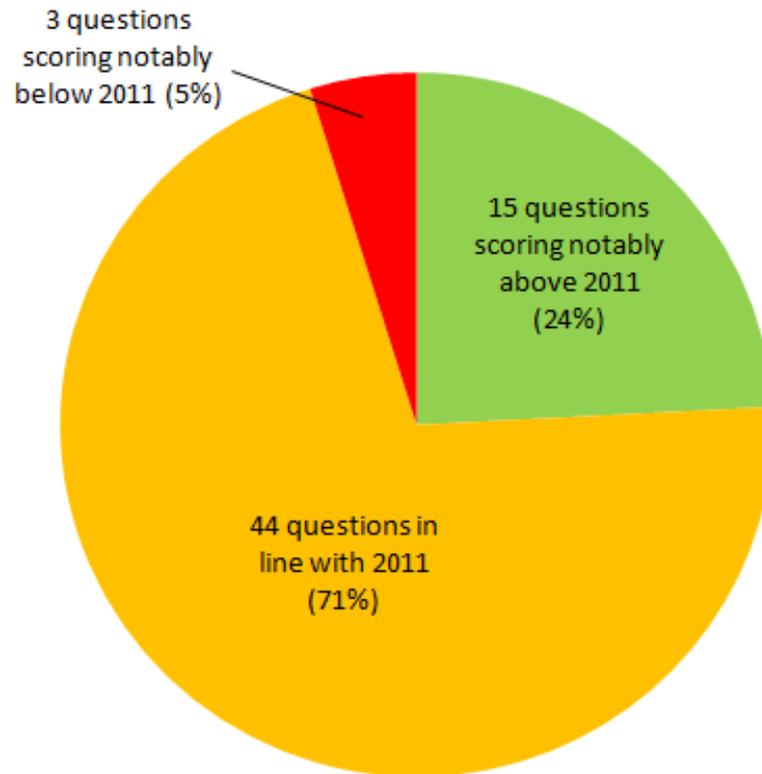
- High levels of neutrality surrounding performance management, whether this is how it is managed, the process of promotions and grading reviews or how good performance is rewarded.
- There is uncertainty that UCL is committed to working in an environmentally sustainable way.

What are employees most negative about?

- A number of employees feel that they would not be able to meet the requirements of their role without working excessive hours.
- There is negativity about whether pay is deemed fair in comparison to others working in similar roles and also whether good performance is rewarded.

Comparisons to 2011

62 questions can be compared to the 2011 survey. The majority of opinions remain in line with 2011.



Decreased awareness in the benefits available to employees as well as the quality of these benefits.

Decline in opinion that pay is fair, taking into consideration the job role and responsibilities.

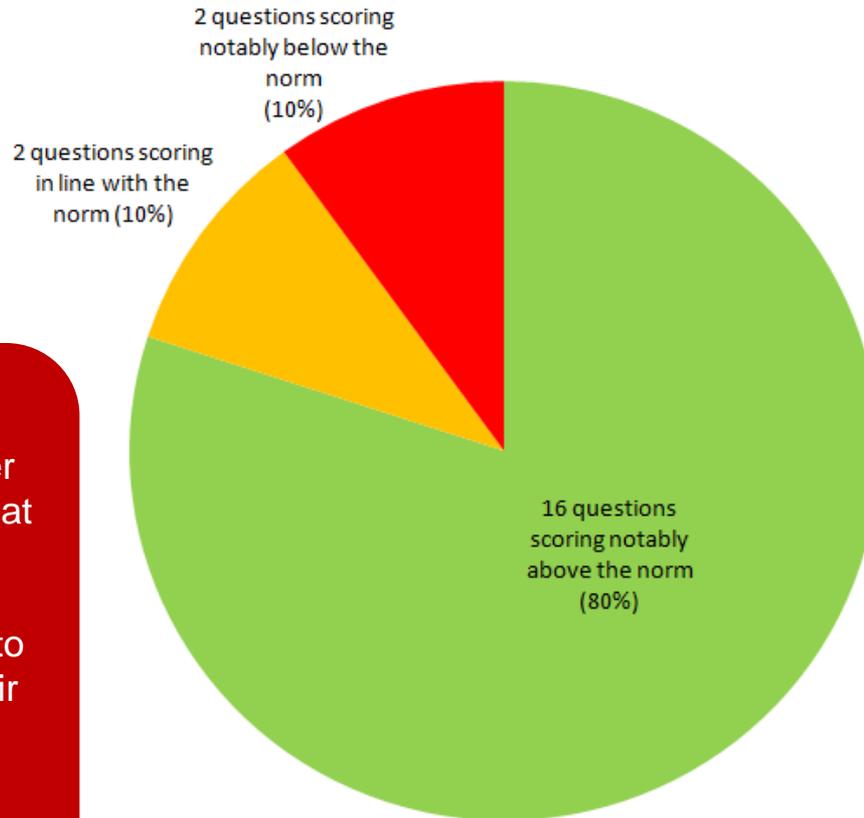
Improved relationships between staff and management.

Increased trust in line managers' abilities to deal with poor performance and provide support during times of change.

Senior management are considered more visible and effective.

Comparisons to other Universities

20 questions from the 2013 survey can be compared to our Universities benchmark. The majority of questions score above the norm.



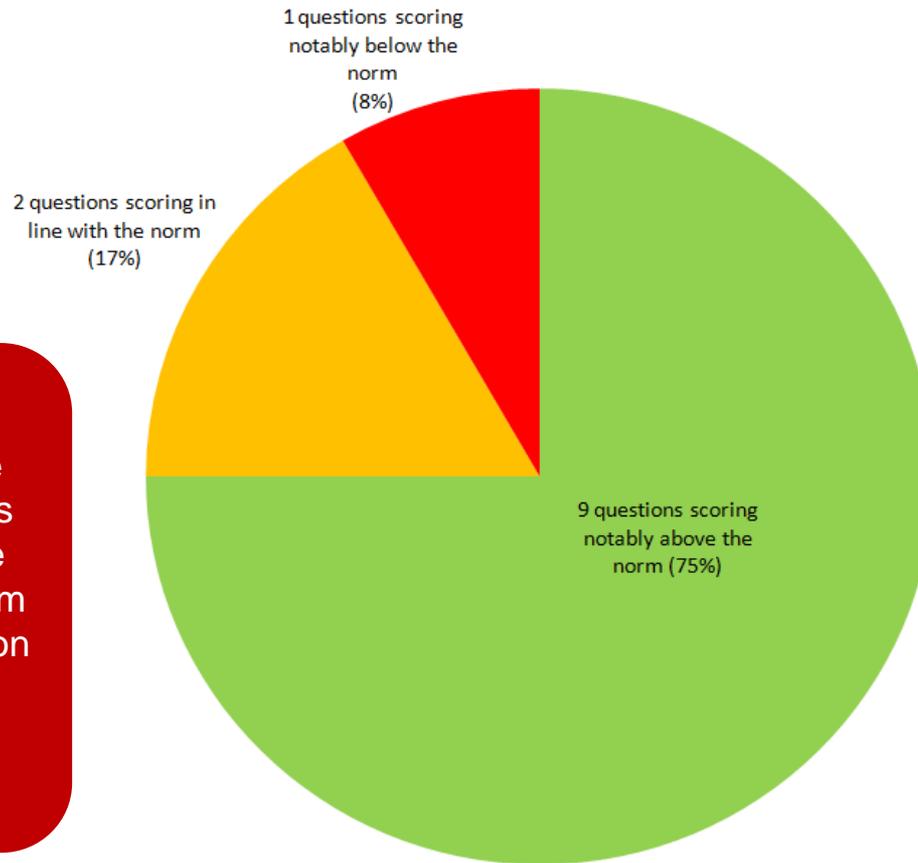
Compared to other Universities, those at UCL feel less satisfied with the benefits available to them and also their physical working environment.

More employees than in other Universities are keen to advocate UCL, feel well informed about the University and feel that they have an opportunity to contribute their views before changes are made.

More employees than we would expect feel that they would be treated with fairness and respect and would feel able to report bullying and harassment.

Comparisons to other Russell Group Universities

12 questions from the 2013 survey can be compared to our Russell Group benchmark. All but three questions perform notably above the norm.

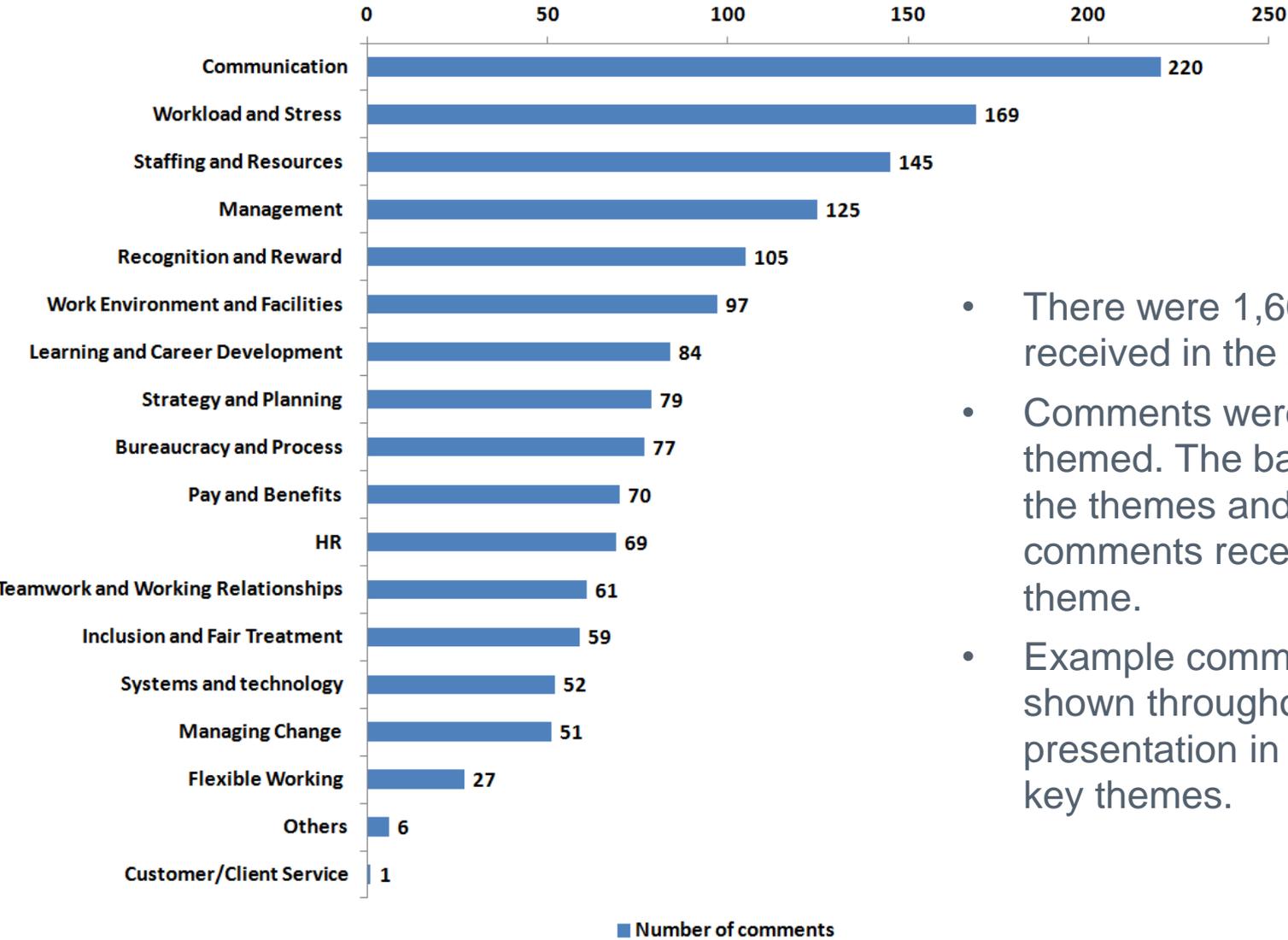


There is only one area where UCL is notably below the Russell Group norm and this is in relation to the benefits package.

Compared to their Russell Group counterparts, employees at UCL have a greater understanding of how their work contributes to team objectives.

They are also more confident about the feedback they receive on performance and they are more likely to recommend UCL as an employer.

Open comments



- There were 1,606 comments received in the 2013 survey.
- Comments were proof read and themed. The bar chart displays the themes and number of comments received for each theme.
- Example comments will be shown throughout the presentation in relation to the key themes.

Employee Engagement

Engagement with UCL

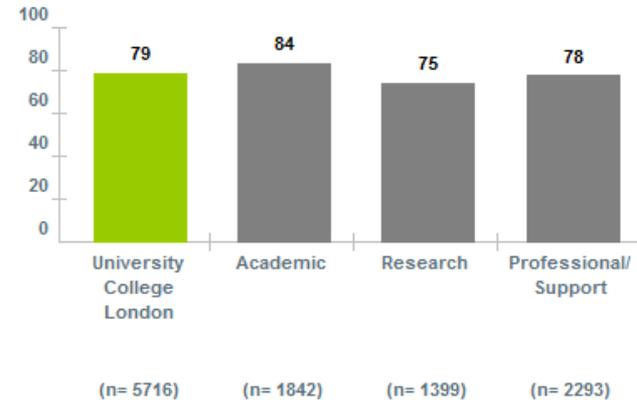
- Employees continue to advocate UCL and would recommend the University as an employer.
- There has been marginal but continued improvement across the engagement index since 2011 and comparisons to the benchmarks illustrate a strong sense of pride and advocacy.

		strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
Say	64. I would recommend UCL as a good place to work	31	52			12	83	+2	+17	+12
	65. I am proud to work for UCL	42	44			12	86	+2	+6	0
Stay	66. I feel a strong sense of belonging to my department/division	31	39	19	9		70	+1	-	-
	67. I feel a strong sense of belonging to UCL	27	40	24	7		67	+1	+9	-
Strive	68. I suggest ideas to improve our ways of doing things	21	51	21	6		72	+1	-	-
	69. I am happy to go the “extra mile” at work when required	46	48			5	94	+1	-	-

Academics are the most engaged employees.

- There is still a significant difference in engagement levels between staff categories with academics the most engaged group. Is there a way to further engage other groups by improving their working experience?
- Engagement varies depending on grade and it largely increases with increased seniority.

Engagement Index by staff category

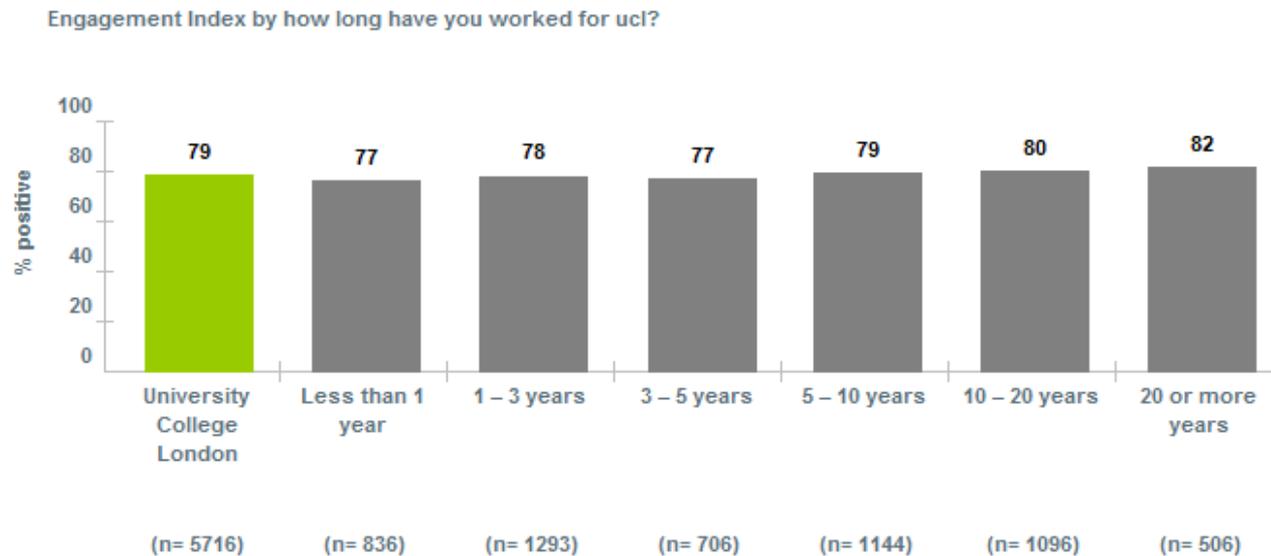


Engagement Index by what grade are you?



Engagement levels vary by length of service

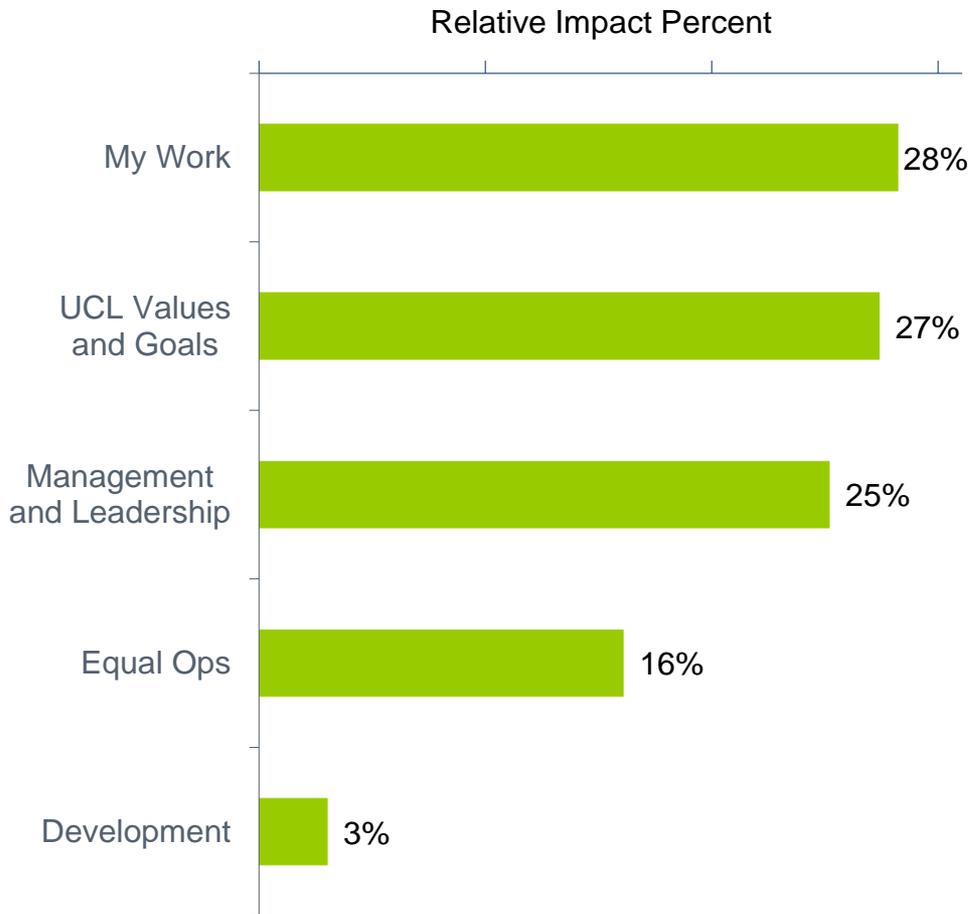
- Engagement increases with length of service at UCL.
- This is particularly interesting because in many organisations we tend to observe a 'honeymoon' period of engagement – when engagement levels peak for new starters and then drop away as length of service increases.
- Whilst it is encouraging to see high levels of engagement for the longer serving employees, there is a risk that new joiners are not being inducted and engaged with as effectively as they could.



Key Drivers of Engagement

Key driving themes

- Factor and regression analyses* have been used to understand what are the themes which are having the greatest impact on engagement within UCL.



Five themes have been identified as key drivers of engagement for UCL.

Of these themes, **My Work, UCL Values and Goals** and **Management and Leadership** are having the most significant impact on engagement.

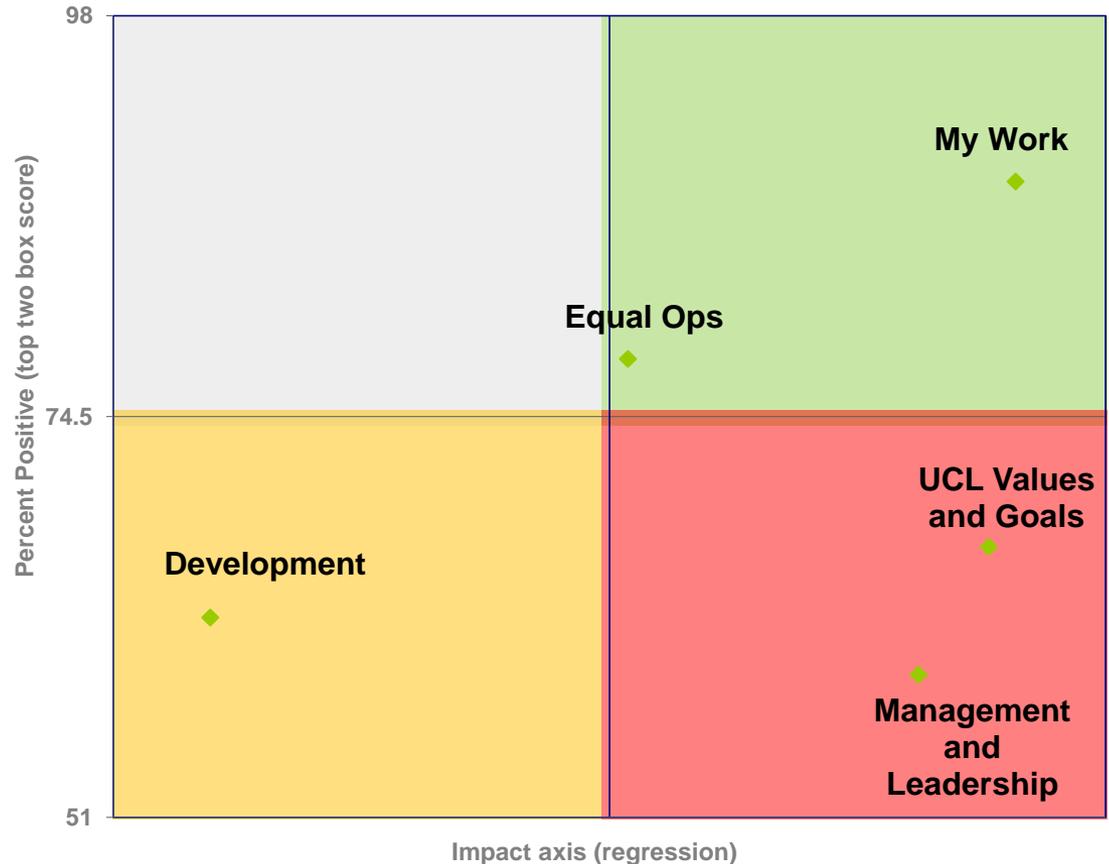
It is recommended that these are the areas of focus when considering action planning.

Key driving themes

Issues relating to **My Work** are having the greatest impact upon engagement levels at UCL. Questions within this theme score well and this should therefore be an area to celebrate and consolidate.

Issues pertaining to **UCL Values and Goals** and **Management and Leadership** also have a strong impact upon engagement, but still should be focal points for improvement efforts.

Overall (factor) Model Quadrant Plot



Key driver: My Work

- As in 2011, 'My Work' is the theme that has the greatest impact on engagement, and this theme continues to be a key strength for UCL.
- Employees feel a sense of accomplishment in their job, and understand how their roles contribute to the wider organisational objectives. Strong comparisons to the external norms can also be observed within these areas.
- Furthermore it should be celebrated that, in comparison to 2011, there is greater cooperation within teams to get the work done.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
2. My work gives me a sense of personal accomplishment	51	37	8			88	0	+12	-
5. The people I work with co-operate to get the work done	34	47	12	5		81	+4	0	-
3. I understand how my work contributes to the objectives of my department/division	48	42	7			90	0	+7	+7
4. I understand how my work contributes to the success of UCL	43	44	10			87	0	+6	+5

Key driver: My Work

93% of Managers get a sense of accomplishment from their work compared to 83% of those without similar responsibilities.

99% of Grade 10 get a sense of accomplishment from their work and 100% are interested in the work that they do.

Research staff are the most positive that the people they work with cooperate to get the work done.

My Work: Open comments

UCL is world class, and as well as being regarded for its research, is also pursuing a joined up approach to use of space, estates future requirements and improved working across functions as one UCL team which is very encouraging. It is also committed to providing adequate support to improve investment in the Estate to support the UCL overall offering. very important and positive

I'm extremely happy in my role and feel valued and well supported. It is an extremely busy role with high levels of responsibility and this is part of what I enjoy about it! My return from maternity leave this year was well-supported and my responsibilities have not been reduced which I appreciate.

I enjoy working for UCL and find management to be very supportive. However, sometimes there is a lack of clarity on procedures (in research finance and HR) and a lack of joined-up thinking.

Despite efforts there is still an imbalance between academic and support staff and the "them and us" culture remains.

Key driver: UCL Values and Goals

- The theme of 'UCL Values and Goals' has the next greatest impact upon engagement at UCL.
- There is confidence that UCL gives sufficient priority to research and most employees understand the values of UCL. There is an opportunity to consolidate the values and goals of UCL, as whilst 69% feel their goals and objectives are aligned to UCL, the neutrality highlights that not all employees see this relationship.
- The greatest uncertainty across this theme is in respect to UCL's commitment to working in an environmentally sustainable way.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
62. I feel that my goals and objectives are aligned to those of UCL	19	50	26			69	+2	-	-
61. I understand the values of UCL	19	56	20			75	+1	-	-
59. I believe that UCL gives sufficient priority to research	27	53	16			80	+1	-	-
63. UCL is committed to working in an environmentally sustainable way	11	42	36	9		53	+3	-	-

Key driver: UCL Values and Goals

Whilst 86% of research staff believe sufficient priority is given to research at UCL, fewer professional/support staff believe this to be the case (72%).

The Faculty of Arts and Humanities are the least positive regarding whether or not research is given sufficient priority, whilst the Faculty of Brain Sciences are the most positive.

Only 69% of research staff understand the values of UCL. Three quarters of academic staff feel that their goals and objectives are aligned with those of UCL.

UCL Values and Goals: Open comments

In general, research staff (PhDs and postdocs) are - or feel - essentially self-employed in terms of their careers and aspirations/goals. When funding comes from external sources in short bundles, their goals are necessarily short-term; you cannot expect their goals to be closely aligned to those of an organisation that is only likely to employ them for 3 years and then prefers them to move on.

The culture of work and values vary widely between UCL and my department. While I am supportive of UCL's values and orientation to research, I am less satisfied with my department - which takes pride (it seems) in thinking of itself as 'different to other departments and not really a part of UCL (due to its history). This false pride prevents newer staff (like me) from feeling and being a part of UCL, as I am made to feel, largely due to the departmental structure, that my priorities lie with the department, and UCL is a distant second.

More communication including: More about the school's strategy and vision, more knowledge of the school, more clarity on the future, more communication on what happens at Divisional Executive Team meetings and transparency of decisions

I feel my personal values do not align with the values of my workplace specifically regarding quality management. I believe in the principles of 'Right First Time'; I feel that quantity is valued over quality in my work place.

Key driver: Management and Leadership (part 1)

- The theme of 'Management and Leadership' also has a significant impact upon engagement.
- Opinions are lower than other themes in the survey, though the year on year and benchmark comparisons show improvements have been made and that opinions are higher than are typically seen in the sector.
- Given the impact on engagement, there remains scope to build on this further.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
58. I am clear about the goals and objectives for my department/division	19	51	18	9		70	0	-	-
53. I would be comfortable to speak up and question the way things are done at UCL	10	41	31	16		51	+1	+9	+6
11. I am satisfied with my job security	19	42	18	13	8	61	+8	-	-
55. Relations between support and academic/research staff are generally good	15	56	21	6		71	+3	-	-
57. There are good opportunities at UCL to learn and share knowledge between parts of the organisation	11	39	32	15		50	+5	-	-
52. I am kept well informed about what UCL is doing	16	61	18	5		77	-3	+23	+23

Key driver: Management and Leadership (part 2)

- Opinions of senior managers have significantly improved since 2011. There remains scope to build on this, and the neutral opinions provide the greatest opportunity to convince employees.
- There is greater confidence that senior management provide more effective leadership and that there are adequate opportunities to get their ideas and suggestions passed up to senior management.
- UCL also perform considerably above the benchmark norm with regard to employees feeling that they have opportunities to contribute their view before changes are made.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
22. There is a positive relationship between management and staff in UCL	14	38	32	11	5	53	+7	-	-
13. Which of the following best describes managers more senior than your line manager/academic leader? (by senior we mean "Heads of Department/ Division or above")	29	34	28	6	3	63	+9 <i>t</i>	-	-
7. I have the opportunity to contribute my views before changes are made which affect my job	18	41	23	14	5	59	+7	+17	+13
24. Senior management provides effective leadership (by Senior we mean "Heads of Department/ Division or above")	16	37	30	11	6	54	+13 <i>t</i>	-	-
54. There are adequate opportunities to get my ideas and suggestions passed up to senior management (by senior we mean "Heads of Department/ Division or above")	13	40	28	15	5	53	+10 <i>t</i>	-	-

t change in text from previous survey

Key driver: Management and Leadership

Academic staff are most comfortable about speaking up and challenging the way things are done at UCL (59%). Managers are more comfortable about speaking up than non managers – 59% of managers compared to 44% of non-managers are comfortable.

Lower grades tend to feel that they don't have the opportunity to contribute their views before changes are made – 35% of grade 1 staff responded negatively and 71% of grade 10 responded positively.

Longer serving employees tend to have less confidence in senior management. Professional/ support staff are less positive about senior management providing effective leadership (48%), whereas Academic staff are more positive (62%).

Management and Leadership: Open comments

UCL has many noble and grand objectives in terms of its academic mission and vision for a highly lauded academic community which makes working here a huge privilege but that sense does not extend to my experience as a member of my division and the lack of understanding that senior management have shown towards those who battle on against the odds for little thanks.

I feel that although I have quite extensive responsibility for policy and developments in my specialist field, I have no voice at a higher level - I don't think senior staff (heads of services) vice provosts have much idea what is going on - and now that most committees I belonged to have been discontinued I do not feel the same level of support as I did previously. My line manager has little knowledge about the activity within the specialist departments she oversees so it is hard for her to represent our views at a higher level.

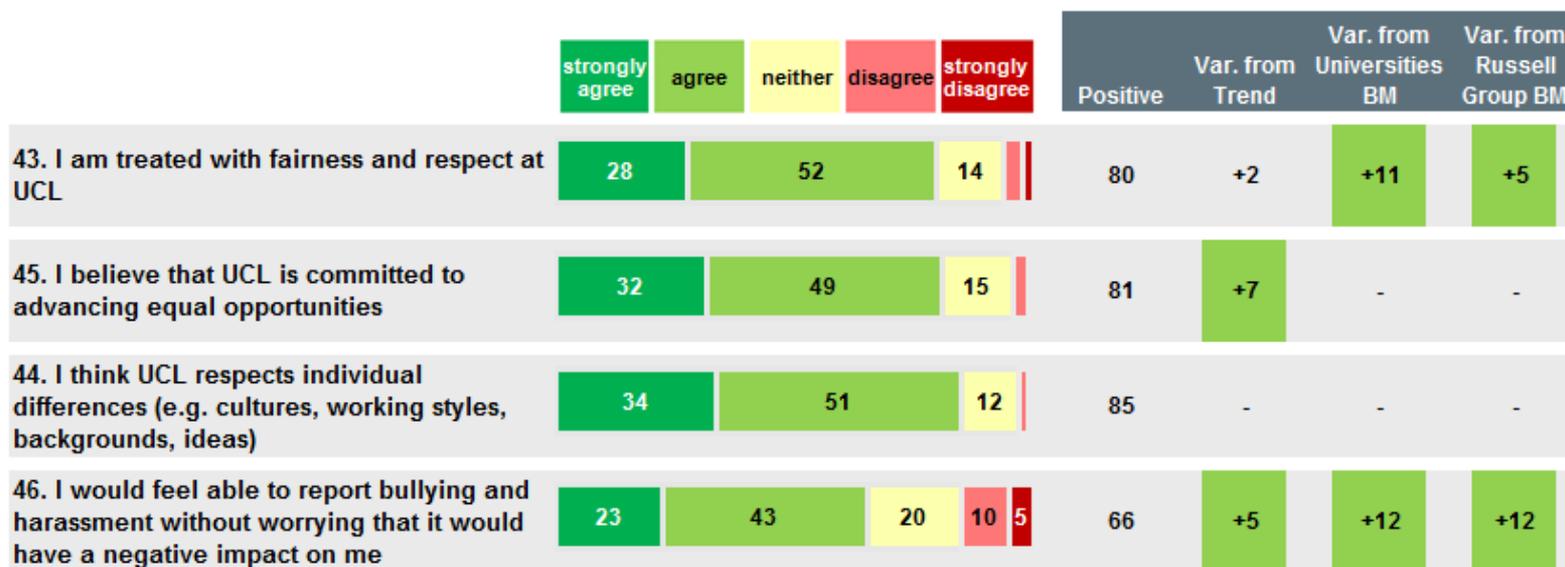
There is a major disconnect between the higher tiers of management and other academics. The management structure with offices in Maple house allows the senior management to interact with each other, but they do not integrate into the departments and their staff.

Having filled in this survey for several years, I am not convinced it is useful. I have seen no action taken on the particular issues relevant to me. In particular, issues of space (for teaching and for teaching staff) are seemingly ignored by UCL particularly I think because our division is not considered highly in the pecking order.

Other Drivers of Engagement

Other drivers: Equal Opportunities

- Issues relating to 'Equal Opportunities' are also driving engagement at UCL, but to a lesser degree than the previous themes.
- It is encouraging that 80% of employees at UCL feel they are treated with fairness and respect. This proportion is 11 percentage points above what we typically observe in a UK university, and five percentage points above our Russell Group norm.
- Only two thirds of employees feel they would be able to report bullying and harassment without worrying that it would have a negative impact upon them.
- Opinions across this theme are largely encouraging and show there is broadly a culture of respect.



Other drivers: Development

- Out of the themes which are driving engagement, 'Development' has the lowest impact – therefore, issues within this theme should not be as great a priority for action.
- There has been a notable improvement in the creation of an innovative and proactive culture at UCL, which is encouraging considering the importance of innovation in improving engagement.
- However, only 43% of employees feel they can meet the requirements of their job without regularly working excessive hours. Almost four in 10 employees responded negatively, here, which emphasises that more can be done to improve employees' work-life balance.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from Trend	Var. from Universities BM	Var. from Russell Group BM
35. I am encouraged to show initiative and be proactive at UCL	26	46	18	7		72	+6	-	-
33. I believe I have the opportunity for personal development and growth at UCL	18	48	19	10		67	+1	-	-
34. There are sufficient opportunities for me to receive training and development to improve my skills in my current job	19	50	19	10		69	+3 <i>t</i>	-	-
42. I can meet the requirements of my job without regularly working excessive hours	12	31	18	23	16	43	+1	-	-

t change in text from previous survey

Key Conclusions

Celebrate and consolidate

Employees are interested in their work and understand how they contribute to their team and organisational objectives

Strong comparisons to the external benchmarks

Improved opinions of management and leadership

Opportunities

Continue to improve leadership and management across UCL

Building the basics – the working environment, opinions of pay and work life balance

Managing good performance and celebrating and rewarding exemplary effort in line with UCL's goals

Investigate further

Career development, promotion and grading

How to show the University is committed to the values and goals

How can the University help to align employees with their values and objectives of the organisation?

Next Steps

Getting to Action – Employee Survey Data

Understand expectations

- What is the end goal?
- Discuss with teams
 - Develop an action plan



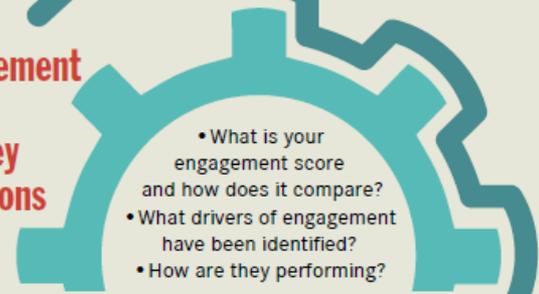
Think about the context

- Who took part?
- What changes have happened in the business?
- When did the survey happen?
- Hypotheses to investigate...



Your engagement score and key questions

- What is your engagement score and how does it compare?
- What drivers of engagement have been identified?
- How are they performing?



First glance

- Highs & lows, neutrals & negatives
- What is going well?
 - Are there any health warnings?
 - Are there any questions over 25% neutral or negative?



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Trend comparisons

- What are the big changes?
- What stories are evident?
- Have previous actions had an impact?

Prioritise

- Don't drown in data...
- You can't action everything!
 - Consider impact versus effort of any activity



Internal and external comparisons

- Are there any big gaps?
- What's possible?

Make connections

- Think laterally, brainstorm...
- What are the patterns?
 - Review verbatim responses
 - Is it worth reviewing demographic differences?



What does your team think?
Create dialogue

Discuss with your staff
Are you right?

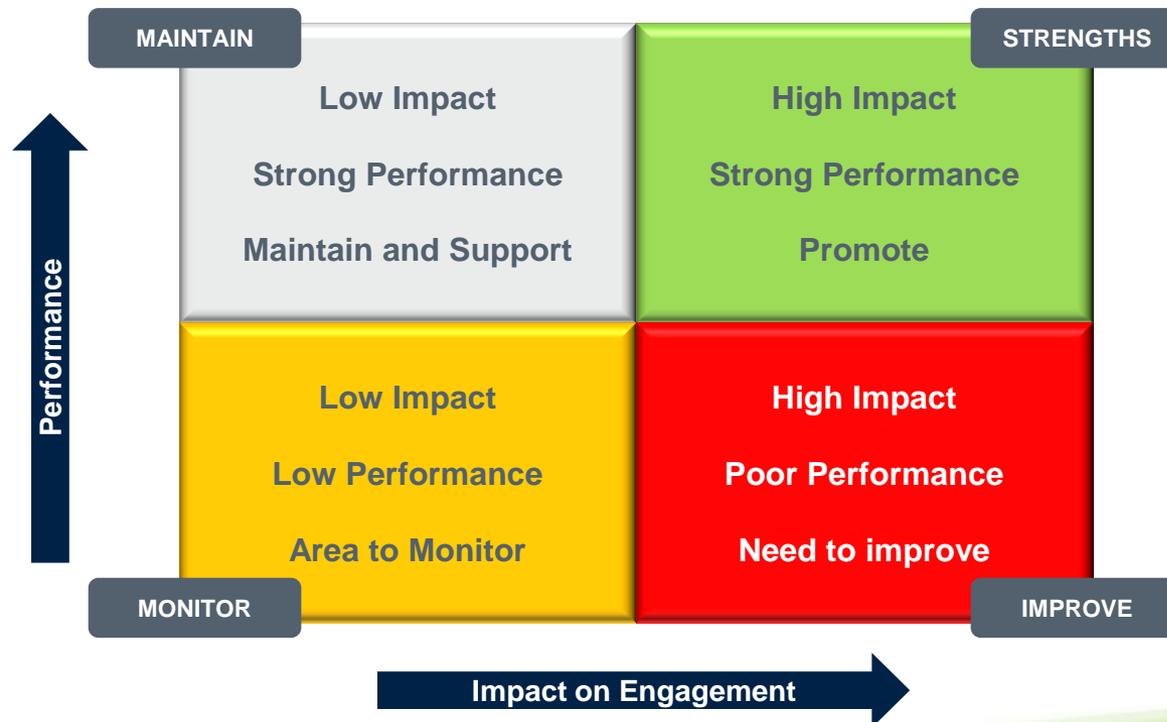
Information into action
Keep it simple



Appendices

What is Key Driver Analysis?

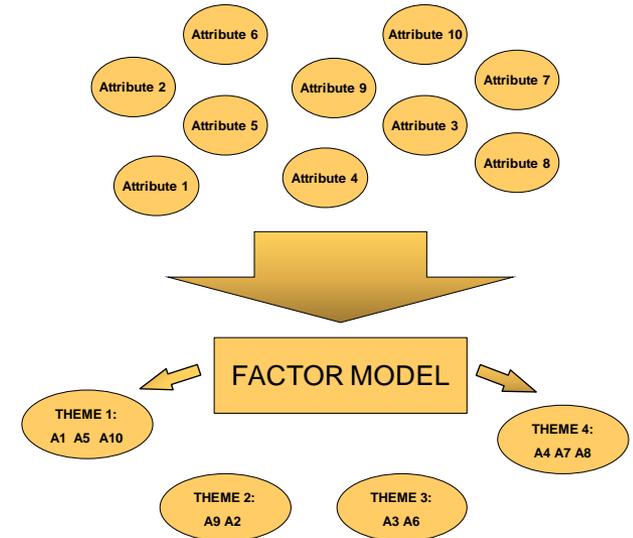
Key Driver Analysis (KDA) is a statistical approach to identifying the factors most strongly linked to employee engagement, and hence which aspects should be targeted for improvement



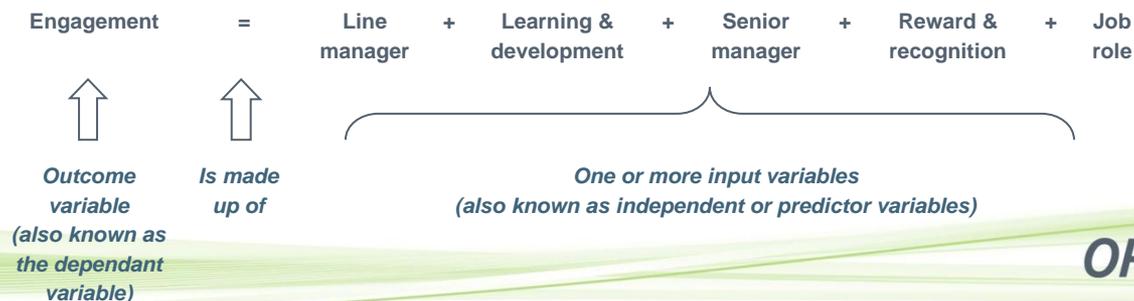
Key Driver Analysis: Methodology

- ◆ The statistical techniques used in Key Driver Analysis are fundamental in the area of multivariate analysis and consist of factor analysis and multiple regression analysis. Each technique is described below

- **Factor Analysis:** used is to identify patterns in batteries of attitude questions, allowing one to assess whether the attitude questions are measuring the same underlying characteristic or, to discover whether amongst the range of responses there are any particular patterns. The use of factor analysis is based on the view that responses to particular questions are caused or affected by underlying factors. The assumption is that, if this is the case, such questions will be answered similarly and hence will correlate with each other



- **Regression analysis:** used to identify attributes most likely to influence and drive employee engagement. This is achieved by constructing a statistical model which assigns importance weights to the attributes that have been measured. These weights can then be used to identify which attributes have an impact on engagement



Factor Analysis Solution (1/2)

Factor analysis was conducted to help to identify the employee engagement index and group the other survey questions into underlying factors (themes) that are measured across the questionnaire. The Key Driver Analysis follows the structure provided by the factor analysis to build a series of statistical models to help determine which factors drive employee engagement and then which questions are the "key drivers".

The table below illustrates the employee engagement index and the factors confirmed by the factor analysis for this organisation

Employee Engagement	64 I would recommend UCL as a good place to work
	65 I am proud to work for UCL
	66 I feel a strong sense of belonging to my department/division
	67 I feel a strong sense of belonging to UCL
	68 I suggest ideas to improve our ways of doing things
69 I am happy to go the "extra mile" at work when required	
My Manager	q19 My manager/academic leader demonstrates the necessary management skills/competencies to undertake their role effectively
	q20 I am supported by my manager during times of change
	q21 My manager/academic leader fosters two-way communication within the team
	q12 Which of the following best describes your line manager/academic leader?
	q41 I can rely on my line manager/academic leader to help me out with a work problem
	q18 I receive regular and constructive feedback on my performance
	q14 I believe poor performance is dealt with effectively by my manager where I work
	q6 I am effectively supported by my colleagues
q30 I feel valued and recognised for the work I do	
q37 I am given realistic deadlines and targets to work to	
Management and Leadership	q24 Senior management provides effective leadership
	q23 Senior managers are sufficiently visible in UCL
	q56 Senior management are open and honest in their communications with staff
	q54 There are adequate opportunities to get my ideas and suggestions passed up to senior management
	q13 Which of the following best describes managers more senior than your line manager/academic leader?
	q22 There is a positive relationship between management and staff in UCL
	q53 I would be comfortable to speak up and question the way things are done at UCL
	q57 There are good opportunities at UCL to learn and share knowledge between parts of the organisation
	q7 I have the opportunity to contribute my views before changes are made which affect my job
	q55 Relations between support and academic/research staff are generally good
	q58 I am clear about the goals and objectives for my department/division
q11 I am satisfied with my job security	
q52 I am kept well informed about what UCL is doing	
UCL Values and Goals	q61 I understand the values of UCL
	q62 I feel that my goals and objectives are aligned to those of UCL
	q60 I believe that UCL gives sufficient priority to teaching
	q63 UCL is committed to working in an environmentally sustainable way
	q59 I believe that UCL gives sufficient priority to research

Factor Analysis Solution (1/2)

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My Work	q3 I understand how my work contributes to the objectives of my department/division
	q4 I understand how my work contributes to the success of UCL
	q2 My work gives me a sense of personal accomplishment
	q1 I am interested in the work I do
	q5 The people I work with co-operate to get the work done
Pay	q25 Considering my duties and responsibilities, I feel my pay is fair
	q27 I feel my pay is fair in comparison to people working in similar roles in other organisations
	q26 I feel my pay is fair in comparison to people working in similar roles within UCL
	q31 Good performance is rewarded appropriately at UCL
Equal Opportunities	q44 I think UCL respects individual differences (e.g. cultures, working styles, backgrounds, ideas)
	q45 I believe that UCL is committed to advancing equal opportunities
	q46 I would feel able to report bullying and harassment without worrying that it would have a negative impact on me
	q43 I am treated with fairness and respect at UCL
Resources and Conditions	q8 Where I work we have the resources and equipment we need to work effectively
	q10 I am satisfied with my physical working environment
	q9 Where I work we have sufficient staff to work effectively
Working Hours	q39 My working time can be flexible
	q40 As long as I get my work done, I have a choice deciding how I do my work
	q38 I am able to take sufficient breaks during working hours
Benefits	q28 Communication about the benefits available to staff at UCL (e.g. pension, childcare vouchers, Employee Assistance Scheme) is sufficient
	q29 I am satisfied with UCL's range of benefits for its staff
	q52 I am kept well informed about what UCL is doing
Development	q33 I believe I have the opportunity for personal development and growth at UCL
	q34 There are sufficient opportunities for me to receive training and development to improve my skills in my current job
	q42 I can meet the requirements of my job without regularly working excessive hours
	q35 I am encouraged to show initiative and be proactive at UCL

Methodology and quality

This project was conducted in compliance with ISO 20252.

- ◆ Target group: UCL employees
- ◆ Fieldwork dates: 4th – 22nd November
- ◆ Sampling method: Census
- ◆ Response rate: 57%
- ◆ Type of incentives: Prize draw
- ◆ Weighting procedures: Not applicable
- ◆ Any results based on sub-groups: Q32 and Q36 (grading and promotion process)
- ◆ Any parts of the research subcontracted: Printing and data entry of paper questionnaires