# Colleague engagement survey results November 2023

Prepared by People Insight, November 2023

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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.

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## Foreword from the sponsors

In this survey more than 5100 of us shared our views on what it’s like to work at the University of Glasgow. Our response rate this year was 64% which was an increase of 8% on last year’s survey and exceeds the higher education average response rate of 60%.

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 our last engagement survey in AY 2022-23. We are encouraged to see how many of us would recommend UofG to friends and family as a good place to work and how we still want to continue being part of our organisation and be working here in two years' time, both of which have increased by 6 points this year.

Our health and wellbeing is of paramount importance to us and we are delighted to learn that there has been a significant increase since our last survey of 11 points in how we feel this is supported at work.

It is highly encouraging that many of us have indicated that we are being given more opportunities for personal development and growth and report that working here makes us want to do the best work we can as both have increased by 6 points since our last survey.

The results of our survey and how we all feel are very important to us. There have been a number of areas highlighted where we could be doing better such as how well informed, we feel about matters relating to our own areas and the University as a whole. There remains room for improvement in understanding how our work contributes to the success of the University strategy and the collective behaviours of our leaders.

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 and we will share the University-wide plan with you in the New Year.

**We look forward to working together with you on these actions, and to hearing your thoughts. 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 2023 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 10th October and 3rd November 2023 and achieved an overall response rate of 64. 8045 staff members were invited to take part in the survey and 5189 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:

|  |  |  |
| --- | --- | --- |
| % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) |

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 2023 stands at 70%, an increase of five percentage points since the last engagement survey in 2022. When compared to other Higher Education Institutions (HEIs) and other Russell Group universities, the University is higher than the rest of the sector.

### Staff engagement score:

2023 = 70% (5 points higher than 2022)

HEI Benchmark = 66) (UofG 4 points higher)

Russell Group Benchmark = 70% (UofG same)

The following table details the colleague engagement questions ranked from most to least positive, indicating which aspects of engagement are the strongest.

Whilst the sense of pride in working for the University is the highest scoring engagement question and scores 4 points higher than the sector comparisons it is slightly below (1 point) the Russell Group. Recommending the University as a good place to work as well as wanting to do the best work we can whilst at work both score higher than the Higher Education sector and Russell Group. We are wholly encouraged by the sense of belonging that 75% of our colleagues would still like to be working at the University in the next two years, which is 9 points above the Higher Education sector and 3 points above the Russell Group.

### Engagement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Question | Response count | % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) | 2023 % Positive and 2022 comparison | +/- HEI (external benchmark) | +/- Russell Group (external  |
| I am proud to work for the University | 5189 | 79% | 17% | 4% | 74% (5 points up versus 2022) | 4 points up (75%) | 1 point down (78%) |
| I would still like to be working at the University in two years' time | 5189 | 75% | 17% | 8% | 75% (6 points up versus 2022) | 9 points up (66%) | 3 points up (72%) |
| Working here makes me want to do the best work I can | 5189 | 72% | 19% | 8% | 72% (6 points up versus 2022) | 1 point up (71%) | 1 point up (71%) |
| If asked, I would recommend the University to friends and family as a good place to work | 5189 | 68% | 21% | 11% | 68% (6 points up versus 2022) | 4 points up (64%) | 1 point up (67%) |
| I feel a strong sense of belonging to the University | 5189 | 57% | 27% | 16% | 57% (2 points up versus 2022) | 3 points down (60%) | 1 point down (58%) |

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 theme results

Your overall engagement score, as described on page 3, is influenced by a number of factors and experiences at work, many of which can be directly influenced or controlled by management. The survey contained 27 questions, which covered nine different survey themes. The table below shows the results for eight survey themes, ranked by positive score (the Engagement theme is on the previous page). 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 overall felt more positive around dignity and diversity, and their role and development opportunities within the University. They felt less positive about their wellbeing and work-life balance or about the culture and values portrayed within the organisation.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Theme | Response count | % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) | 2023 % Positive and 2022 comparison | +/- HEI (external benchmark) | +/- Russell Group (external  |
| Dignity and Diversity | 5189 | 76% | 12% | 12 | 76% (1 point up versus 2022) | 6 points up (70) | 4 points up (72%) |
| My Role & Development | 5189 | 75% | 13% | 12% | 75% (4 points up versus 2022) | 14 points up (61%) | 9 points up (66%) |
| Leadership & Strategy | 5189 | 49% | 32% | 20% | 49% (2 points down versus2022) | 8 points down (65%) | 8 points down (65%) |
| Line Management | 5189 | 54% | 24% | 22% | 54 (1 point down versus 2022) | 7 points down (61%) | 1 point down (55%) |
| Reward & Recognition | 5189 | 55% | 20% | 25% | 55% (2 points up versus 2022) | 4 points up (50%) | 1 point up (54%) |
| Communication | 5189 | 57% | 24% | 19% | 55% (7 points down versus 2022) | 5 points down (62%) | No comparison available |
| Wellbeing & Balance | 5189 | 55% | 21% | 24% | 55% (5 points up versus 2022) | same (55%) | 1 point down (56%) |
| Culture & Values | 5189 | 39% | 32% | 30% | 39% (1 point down versus 2022) | 2 points down (41%) | 1 point down (40%) |

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.

## 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.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Response count | % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) | 2023 % Positive and 2022 comparison | +/- HEI (external benchmark) | +/- Russell Group (external  |
| I feel that I'm trusted to do my job | 5189 | 87% | 8% | 6% | 87 (1 point up versus 2022) | 10 points up (77%) | 4 points up (81%) |
| I am clear about what I am expected to achieve in my role | 5189 | 82% | 9% | 9% | 82% (2 points up versus 2022) | 3 points up (79%) | 1 point up 81%) |
| I have had a constructive conversation about my development with my manager in the last 12 months | 5189 | 80% | 10% | 10% | 80% (5 points up versus 2022) | No comparison | No comparison |

### Top 3 questions vs. Russell Group benchmark:

### Bottom 3 questions vs. Russell Group benchmark

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Response count | % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) | 2023 % Positive and 2022 comparison | +/- HEI (external benchmark) | +/- Russell Group (external  |
| Decisions are made in a timely and efficient way | 5189 | 25% | 30% | 45% | 43% (1 point up versus 2022) | No comparison | No comparison |
| Poor performance is managed effectively in my area within the university | 5189 | 27% | 39% | 34% | 27% (2 points down versus 2022) | 7 points down (34%) | 2 points down (29%) |
| The University’s senior management listens to and responds to the views of staff | 5189 | 35% | 37% | 28% | 35% (4 points up versus 2021) | 18 points down (53%) | 14 points down (49%) |

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.

## Results in detail continued

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Question | Response count | % Positive (Strongly Agree and Agree) | % Neutral (Neither Agree or Disagree) | % Negative (Disagree and Strongly Disagree) | 2023 % Positive and 2022 comparison | +/- HEI (external benchmark) | +/- Russell Group (external  |
| Theme: Communication |
| I feel I am kept well informed about the University as a whole | 5189 | 58% | 22% | 20% | 58% (8 points down vs. 2022) | No comparison available | No comparison available  |
| I feel I am kept well informed about matters relating to my area within the University | 5189 | 56% | 27% | 17% | 56 (6 points down vs. 2022) | 61% (5 points down) | No comparison available |
| Theme: Culture & Values |
| My opinion is sought on decisions that affect my work | 5189 | 52% | 22% | 27% | 52% (1 point up versus 2022) | 1 point down (53%) | 2 points down (54%) |
| Colleagues truly live the University Values | 5189 | 39% | 43% | 18% | 39% (5 points down versus 2021) | No comparison available | No comparison available |
| Decisions are made in a timely and efficient way | 5189 | 25% | 30% | 45% | 25 (1 point up versus 2022) | No comparison available | No comparison available |
| Theme: Wellbeing & Balance |
| I feel able to cope with my workload | 5189 | 55% | 18% | 26% | 55% (2 points up versus 2022) | 2 points up (52%) | 2 points down (57%) |
| I am able to strike the right balance between my work and home life | 5189 | 55% | 17% | 28% | 55% (2 points up versus 2022) | 3 points down (58%) | 2 points down (57%) |
| The University supports my health and wellbeing at work | 5189 | 55% | 27% | 18% | 55% (11 points up versus 2022) | 1 point up (54%) | No comparison available |
| Theme: Dignity & Diversity |
| I feel that I'm trusted to do my job | 5189 | 87% | 8% | 6% | 87% (1 point up versus 2022) | 10 points up (77%) | 4 points up (83%) |
| Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University | 5189 | 79% | 14% | 7% | 79% (4 points up versus 2022) | 1 point down (75%) | No comparison available |
| I would feel able to report bullying/harassment without worrying that it would have a negative impact on me | 5189 | 60% | 19% | 21% | 60 (no comparison vs. 2022) | 7 points up (53%) | No comparison available |
| Theme: Leadership & Strategy |
| The Senior \*\*\*\*\*Management Group manages and leads the University well | 5189 | 42% | 35% | 23% | 42% (9 points down versus 2021) | 4 points down (46%) | 2 points up (40%) |
| Managers / Leaders here act as good role models | 5189 | 46% | 35% | 19% | 46% (6 points down versus 2022) | No comparison available | No comparison available |
| The Senior Management Group listens to and responds to the views of staff | 5189 | 35% | 37% | 28% | 35% (4 points up versus 2022) | 14 points down (49%) | 18 points down (63%) |
| I understand how my work contributes to the success of University strategy | 5189 | 73% | 17% | 10 | 73% (6 points down versus 2022) | No comparison available | No comparison available |
| Theme: Line Management |
| Poor performance is managed effectively where I work | 5189 | 27% | 39% | 34% | 27% (2 points down versus 2022) | 1 point down (28%) | 7 points down (34%) |
| My manager encourages and helps me to do a great job\*\*\* | 5189 | 74% | 15% | 12% | 74% (6 points up versus 2021) | No comparison available | No comparison available |
| I have had a constructive conversation about my development with my line manager in the last 12 months | 5189 | 80% | 10% | 10% | 80% (5 points up versus 2022) | No comparison available | No comparison available |
| Theme: My Role & Development |
| I am clear about what I’m expected to achieve in my role | 5189 | 82% | 9% | 9% | 82% (up 2 points versus 2022) | 3 points up (79%) | 1 point up (81%) |
| I believe I have the opportunity for personal development and growth at the University | 5189 | 68% | 16% | 16% | 68% (6 points up versus 2022) | 24 points up (46%) | 17 points up (51%) |
| Theme: Reward & Recognition |
| I receive recognition when I do good work \*\*\* | 5189 | 64% | 17% | 19% | 64% (2 points up versus 2021) | No comparison available | No comparison available |
| I feel valued for the work that I do  | 5189 | 63% | 18% | 19% | 63% 4 points up versus 2022 | 4 points up (59%) | 1 point up (62%) |

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.

## 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.

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

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For enquiries about this report please contact HaveYourSay@glasgow.ac.uk