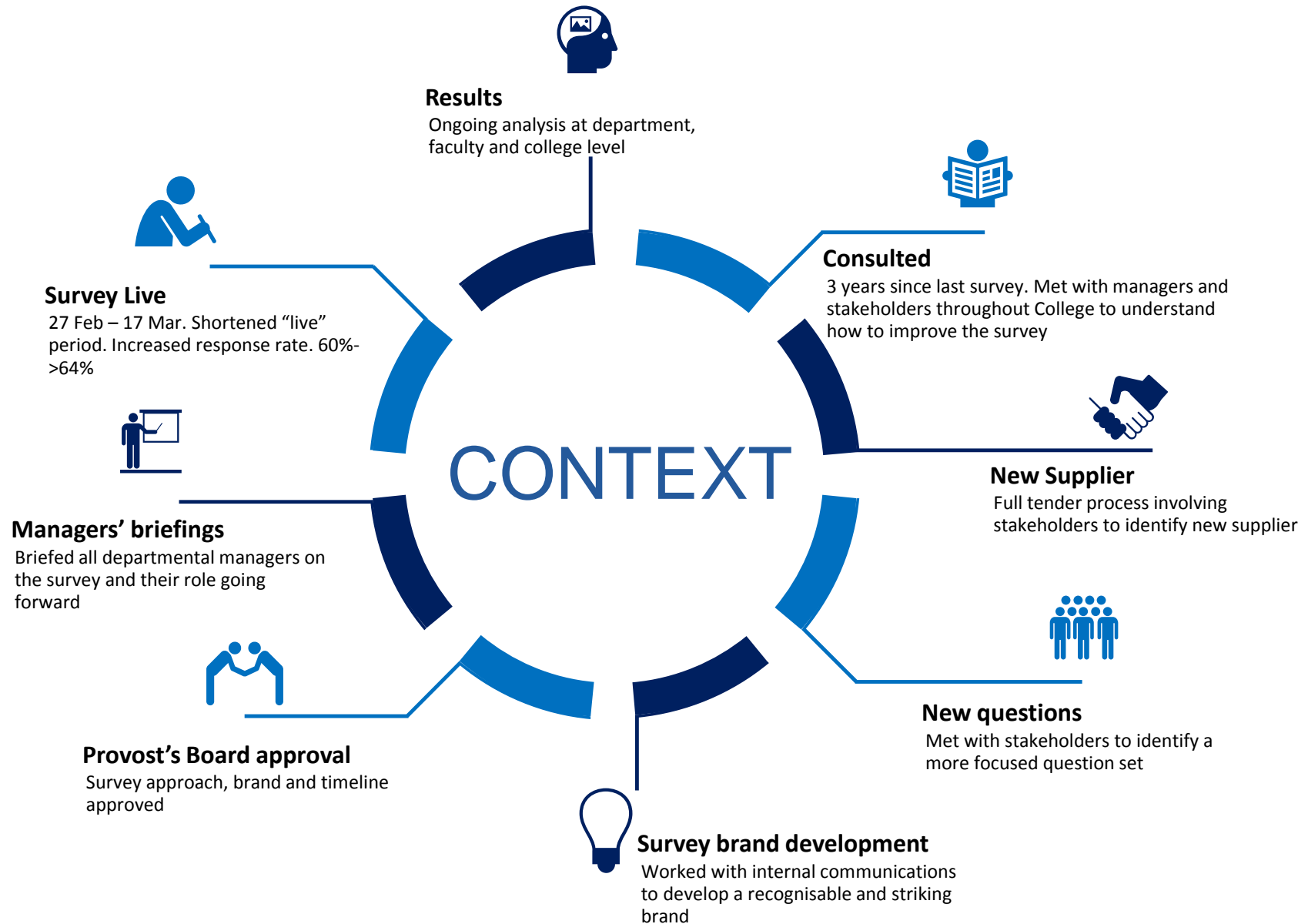


# Staff Survey Results - 2017



# Response rates



64% Response rate

+4% vs 2014



4935 participants

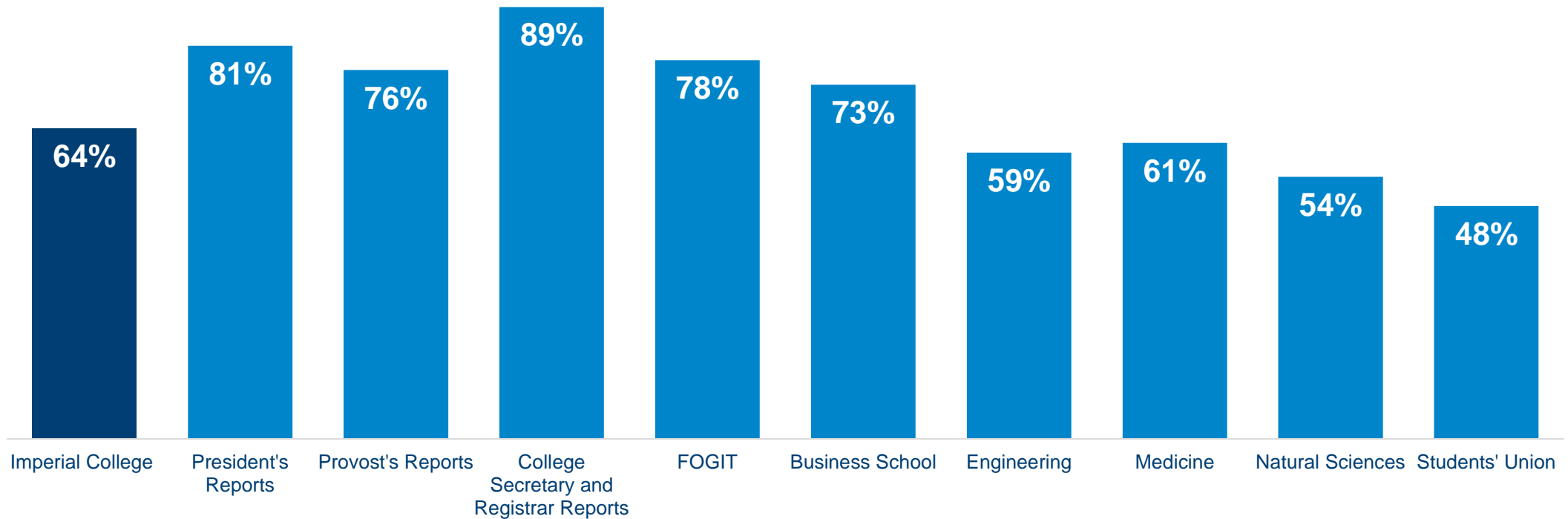
403 Professors



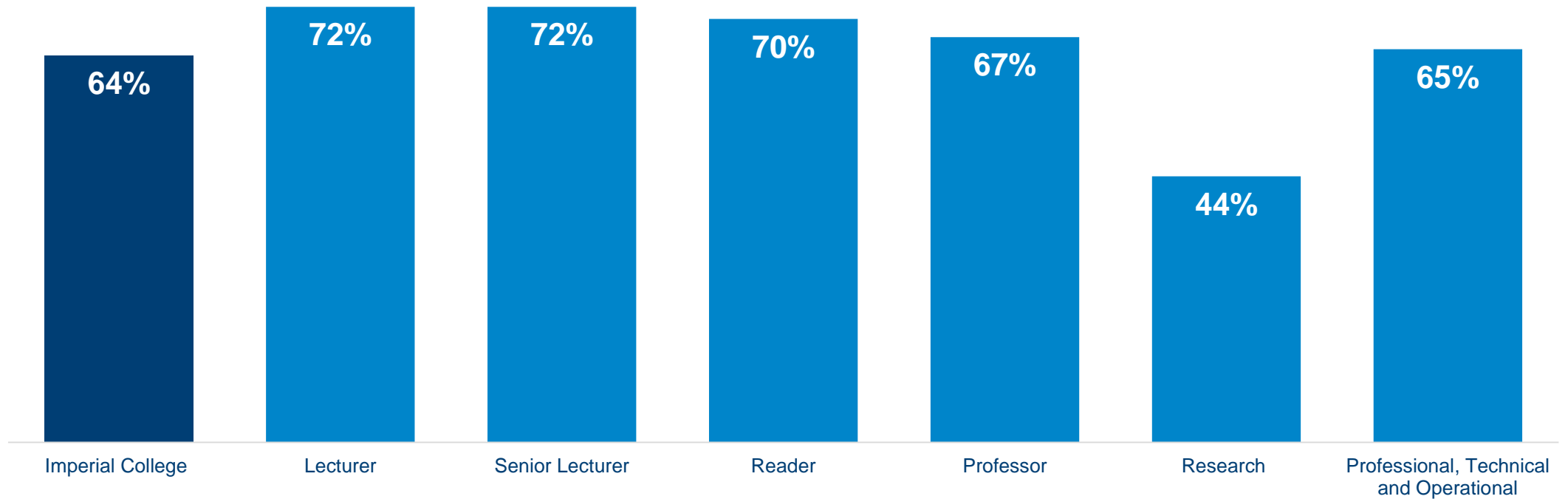
454,020

insights

questions x participation



# Response rates by Job Family



- 62 questions on a 5 point scale
- Linked to College Strategy, Athena SWAN, 2014 Survey, 2011 Survey, HE Sector, Public and Private Sector
- All Departments have their own bespoke report
- Benchmark comparisons in this report compare to HE sector
  - 27 HE institutions that share data with ORC (including Cambridge, UCL, Southampton, Exeter and Warwick)

# The questions

Themes	Questions	2014/2011 Questions
Your role	Q 1 - 9	Q 2, 3, 4, 7 , 9
Your development	Q 10 - 15	Q 10, 11, 12, 13
Reward and recognition	Q 16 - 18	Q 16
Safety	Q 19 - 21	Q 19, 20, 21
Health and wellbeing	Q 22 - 28	
Your line manager	Q 29 - 32	
Your department / division	Q 33 - 39	
Your faculty	Q 40 – 42	
College senior leadership	Q 43 – 46	
Communication	Q 46 - 50	Q 47
Equality, diversity and inclusion	Q 50 - 54	Q 50, 52,53
Your perceptions of the College	Q 54 - 60	Q 55, 56
I believe action will be taken	Q 61	
What single thing should the College focus on to be a great place to work	Q 62	

YOUR ROLE		71 %	RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK	
	Q1. My work gives me a feeling of personal accomplishment	28	51	13	80%	+2
	Q2. I know what is expected of me in my role	29	55	10	84%	0
T	Q3. I am sufficiently challenged in my work	37	42	12	79%	+4
T	Q4. I have access to all the information I need to do my job well	19	47	19	66%	-1
	Q5. I have enough resources to complete my work effectively (e.g. equipment, finances, people, space)	14	40	20	53%	0
	Q6. As long as I get the work done, I am trusted to organise my workload in a way that suits me	50	42		91%	+7
	Q7. I know whom I can talk to about anything that concerns me about my work	33	46	12	79%	-
K	Q8. Imperial Expectations are useful to me in my role	10	27	43	37%	-
K T	Q9. I understand how my role contributes to the strategic aims of the College	19	47	22	66%	-14

KEY	K	KEY DRIVER QUESTIONS	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
	T	TEXT CHANGE SINCE PREVIOUS SURVEY	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					



## Demographic variations

### Q5 – resources

Academic and research staff (n=1820)  
48%

Professional Services staff (n=2140)  
58%

### Q8 – Expectations

FOGIT (n=843)  
57%

Lecturers (n=170)  
26%

Professors (n=403)  
29%

YOUR DEVELOPMENT		61%	RESPONSE SCALE				% POSITIVE	VARIANCE FROM BENCHMARK
Q11. The PRDP with my line manager (objective setting and performance review) is useful	16	42	26	11	58%	-		
Q12. My line manager takes the PRDP process seriously	28	41	21	10	69%	-		
T Q13. I am satisfied with the learning and development I receive for my present job	18	44	23	11	62%	+4		
Q14. I have the opportunity for development and growth at the College	18	41	22	13	59%	+5		
Q15. I know what career progression opportunities are available to me at the College	12	34	27	19	46%	-		

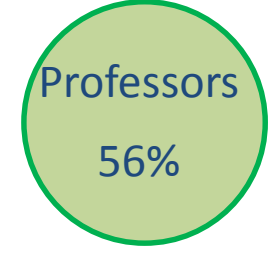
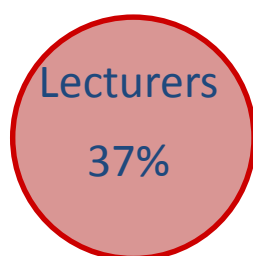
REWARD AND RECOGNITION		59%	RESPONSE SCALE				% POSITIVE	VARIANCE FROM BENCHMARK
K Q16. I feel my contributions to the College are recognised and valued	11	41	26	15	53%	-3		
Q17. I am satisfied with the total benefits package provided by the College (e.g. pension, leave, season ticket loan, Imperial Perks, sick pay)	19	51	18	9	70%	+16		
Q18. Considering my duties and responsibilities, I feel my pay is fair	12	42	22	19	53%	+6		



**16-25 age group**  
Compared to the average, feel their contributions are not recognised - 48%  
Yet they are the most satisfied group for the total benefits they receive – 83%

Employees feel enabled to work effectively and satisfaction with pay and benefits is higher than at other universities

'Pay is fair' perception varies across Grades:

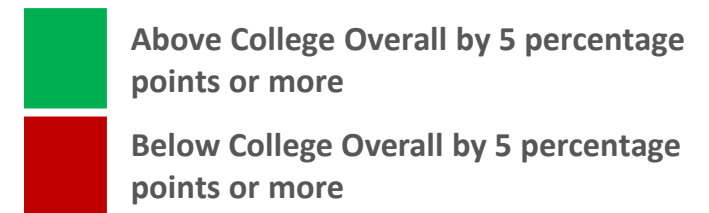




Women are less likely than men to feel career progression is fair

	Imperial college	Women (n=2093)	Men (n=2288)
Q15. I know what career progression opportunities are available to me	46%	44%	51%
Q50. I believe career progression is fair within Imperial (regardless of ethnic background, gender, religion, sexual orientation, disability or age)	58%	56%	63%

Professional services employees are least likely to know the career progression opportunities available to them



	Imperial college	Academic & Research (n=1820)	Clinical Academic (n=135)	Clinical Research (n=86)	Learning & Teaching (n=116)	NHS nurses (n=40)	Operational Services (n=304)	Professional Services (n=2141)	Technical Services (n=293)
Q15. I know what career progression opportunities are available to me	46%	54%	69%	60%	38%	24%	53%	40%	34%

Q	Question Text	Female % Positive (n=2093)	Male % Positive (n=2288)	Non-binary or Neutral % Positive (n= 47)
3	I am sufficiently challenged in my work	75%	83%	83%
17	I am satisfied with the total benefits package provided by the College	76%	66%	66%
18	Considering my duties and responsibilities, I feel my pay is fair	59%	49%	51%
44b	How useful are the following communications channels to you? - Staff Briefing	79%	70%	79%
44c	How useful are the following communications channels to you? - Imperial Today	31%	25%	33%
44d	How useful are the following communications channels to you? - Homepage of website	76%	64%	63%
44e	How useful are the following communications channels to you? – Local Newsletters	70%	62%	66%
45	The communications I receive help me to understand the reasons behind College level decisions	47%	41%	47%
50	I believe career progression is fair within Imperial (regardless of: ethnic background, gender, religion, sexual orientation, disability or age)	56%	63%	72%

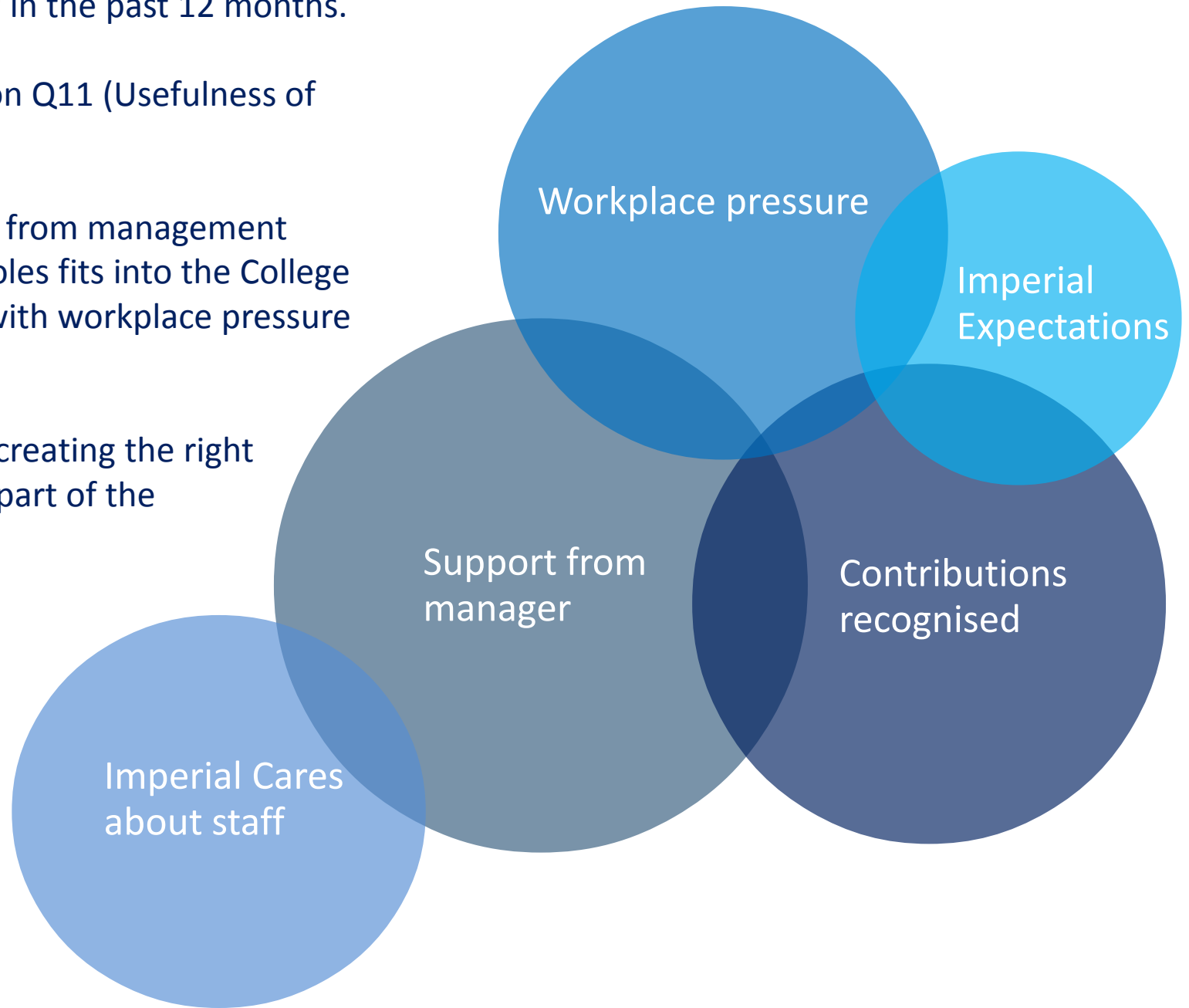
# PRDP vital to staff wellbeing and how they perceive the College

74% of staff have had a PRDP in the past 12 months.

Staff who scored negatively on Q11 (Usefulness of PRDP) also scored low on:

- The support they get from management
- How they see their roles fits into the College
- Their ability to deal with workplace pressure
- Feeling recognised

An effective PRDP is vital for creating the right environment for staff to feel part of the Imperial community.



SAFETY AT THE COLLEGE		88%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK		
Q19. I am aware of my personal responsibilities for health and safety		31	61	92%	-		
K Q20. I feel confident that the College takes the necessary steps to ensure I am safe in the workplace		28	57	10	5	85%	-
Q21. I feel confident that my Department/Division takes the necessary steps to ensure I am safe in the workplace		31	55	9	5	86%	-



Although these scores are encouraging – it is important to look at departmental level to ensure that we are doing the right things across the College

	Registry % Positive (n=71)	Campus Services % Positive (n=231)	Mechanical Engineering % Positive (n=107)	Surgery & Cancer % Positive (n=404)	Chemistry % Positive (n=97)
Q19	86%	95%	90%	93%	99%
Q20	77%	88%	84%	85%	84%
Q21	81%	84%	83%	86%	94%

HEALTH AND WELLBEING		68%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK
Q22. I am satisfied with my physical working environment	14	52	15	15	66%	+2		
Q23. I am able to cope with the pressure placed upon me in my role	17	59	16	8	76%	+15		
Q24. I think Imperial cares about my health and wellbeing	11	43	29	12	54%	+1		
Q25. I am able to work flexibly to fulfil the duties of my role	31	51	10	8	83%	-		
Q27. I know where to go for support if I have concerns about my physical health	14	55	17	12	69%	-		
Q28. I know where to go for support if I have concerns about my mental wellbeing	13	49	20	15	62%	-		
YOUR LINE MANAGER		69%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK
Q29. My line manager communicates effectively	28	44	15	8	72%	+4		
Q30. My line manager provides the support I need to succeed	27	41	19	8	68%	-		
Q31. My line manager is open to my ideas and suggestions for change	31	43	17	8	74%	-1		
Q32. My line manager takes an interest in my long term career development	27	35	23	10	62%	-		



Male staff members are less likely to know where to go for mental health support – 61% compared to female staff - 65% and Non-binary staff - 73%

This is more acute in the age 16-25 male age category – 50%

Two-way communication with line managers is strong but managers could help employees feel even more supported with career development conversations

YOUR DEPARTMENT / DIVISION		66% RESPONSE SCALE				% POSITIVE		VARIANCE FROM BENCHMARK
	Q33. I have a clear understanding of the purpose and objectives of my Department/Division	21	52	16	8	73%	-	+8
	Q34. I feel sufficiently involved in decisions which directly impact my role	14	37	25	17	51%	-	-
	Q35. I am kept informed about changes within my Department/Division	15	46	22	13	61%	-	0
	Q36. I understand how my Department/Division is contributing to the strategic aims of the College	16	45	24	11	62%	-	-
	Q37. My colleagues work together to achieve the goals of our Department/Division	18	49	22	8	67%	-	-11
K	Q38. I have good working relationships with the colleagues I work with	41	50	7		91%	-	-
	Q39. I believe there is effective collaboration between teams that work within my Department/Division	14	42	26	13	56%	-	+9



Employees have excellent working relationships with direct colleagues they work with – only 2% negative

However, collaboration *within* and *across* teams could be improved further at a departmental level

YOUR FACULTY		40%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK
	Q I see evidence of effective leadership from the Faculty leaders	8	34	39	14		42%	-
	Q I have a clear understanding of the purpose and objectives of my Faculty	8	35	36	16		43%	-
	Q I believe there is effective collaboration between Departments that work within my Faculty		28	43	16		34%	-
COLLEGE SENIOR LEADERSHIP		41%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK
	Q40. The College's leaders are sufficiently visible in this organisation	7	38	33	16		46%	+8
	Q41. The College's leaders provide clear direction for the future of the College	7	37	40	11		45%	-2
K	Q42. I see evidence of effective leadership from the College leaders		34	42	13		40%	-5
	Q43. When changes are made at the College they are usually for the better		29	53	9		34%	+6



Leadership and cross collaboration require improvement at the faculty level to ensure that we could align our colleagues to the objectives and purpose....

However...,

**“Swing states”**  
High neutral scores are a good sign. They are an opportunity to improve in the future

COMMUNICATION AT THE COLLEGE	52%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK	
Q44a. How useful are the following communications channels to you? - Reporter	26	48	11 10	31%	-
Q44b. How useful are the following communications channels to you? - Staff Briefing	19	55	18	74%	-
Q44c. How useful are the following communications channels to you? - Imperial Today	22	54	10 9	27%	-
Q44d. How useful are the following communications channels to you? - Homepage of the website	21	48	20	69%	-
Q44e. How useful are the following communications channels to you? - Newsletters from my faculty/department/division	18	47	25	65%	-
Q45. The communications I receive help me to understand the reasons behind College level decisions	39	42	12	43%	-



Staff say the usefulness of different communication channels is mixed...

The older the staff group the more useful written communication is viewed

*“Senior leaders **interacting face to face more** with staff across all levels and all areas of the College”*

*“Organise **meetings to discuss future directions and strategies**”*

*“...Even as a relatively senior member of staff, I feel I **have very little input into the strategy...**”*

**Communications, strategic narrative and visibility are affecting employee perceptions of change, leadership at the college and faculty level**



EQUALITY, DIVERSITY AND INCLUSION		69% RESPONSE SCALE				% POSITIVE	VARIANCE FROM BENCHMARK
	Q46. The College is an inclusive employer for all staff	18	54	20		73%	-
	Q47. I am confident about expressing my views and opinions without fear of negative consequences	14	42	22	14	57%	+8
K	Q48. I am treated with dignity and respect	24	53	15		77%	+2
	Q50. I believe career progression is fair within Imperial (regardless of: ethnic background, gender, religion, sexual orientation, disability or age)	16	42	26	11	58%	-



Employees feel treated with dignity and respect but don't all feel they can give their views without negative consequences

There is variation across the College where colleagues are more or less likely to feel they can't speak up without fear of negative consequence...



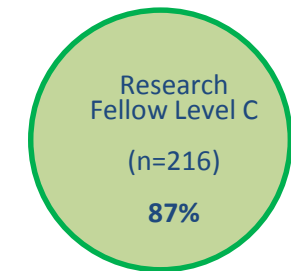
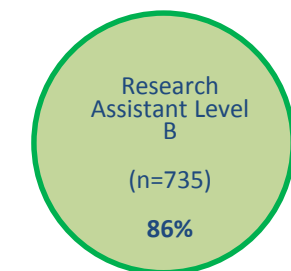
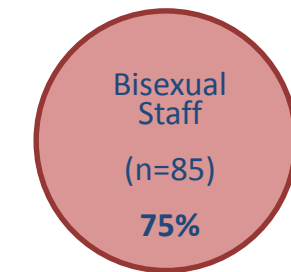
EQUALITY, DIVERSITY AND INCLUSION	RESPONSE SCALE	%
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Q49. During the last 12 months have you personally experienced harassment and/or bullying at Imperial?

Yes		9%
No		81%
Prefer not to say		9%

Q If yes, by whom? (Please tick all that apply)

A colleague		37%
Your line manager		28%
Another manager in the department		21%
Someone you manage		5%
Someone who works in another department		14%
A student		5%
Someone else		8%
Prefer not to say		10%



YOUR PERCEPTIONS OF THE COLLEGE	74%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK		
Q51. I am proud to work for the College	38	49	10	87%	+7	
Q52. I would recommend Imperial as a good organisation to work for	29	47	16	76%	+8	
Q53. I would recommend the College as a great place to study	31	42	23	73%	-1	
Q54. I feel a strong sense of belonging to the College	21	37	27	12	58%	0
Q55. I am committed to helping the College achieve its strategic aims	29	48	19	77%	+2	
Q56. Working here makes me want to do the best work I can	31	44	19	75%	+6	



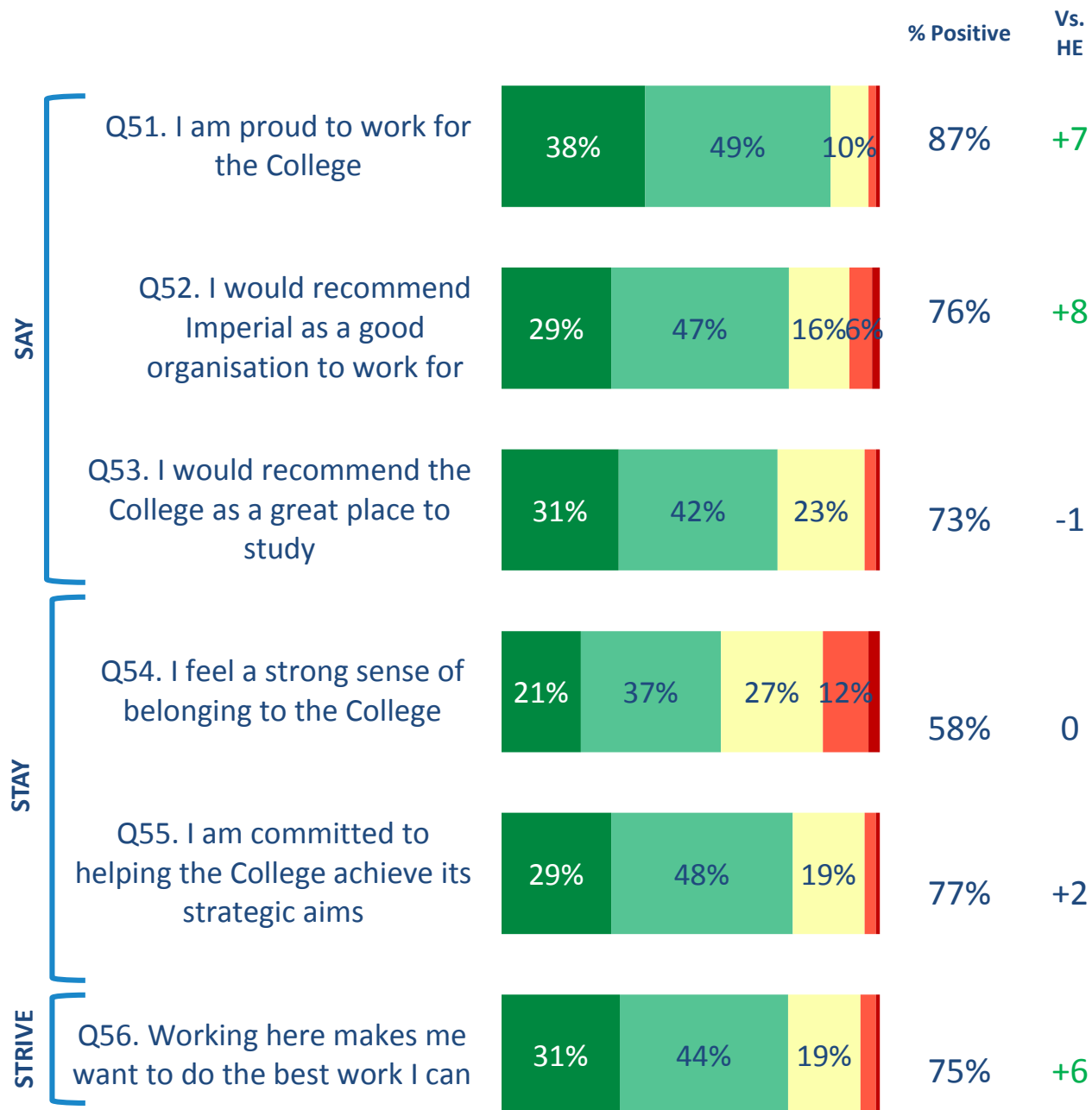
Learning and Teaching staff (68%) and Operational Services Staff (34%) most likely to feel a strong sense of belonging. Technical Services Staff 55-65 and over 65 (68% and 75%) most likely to feel a sense of belonging, Staff under 35 least likely (52%)

Clinical Research employees and Academic & Research are least likely to understand how their role contributes to the College's strategic aims

Research Assistants and Research Fellows are least likely to feel aligned to the College's strategic aims

South Kensington staff are the most likely to feel aligned to the College's strategic aims

Engagement  
Index  
**74%**



Colleagues with less than a year (n=672) and 15 or more years (n= 971) service are most engaged (78% & 79% positive)


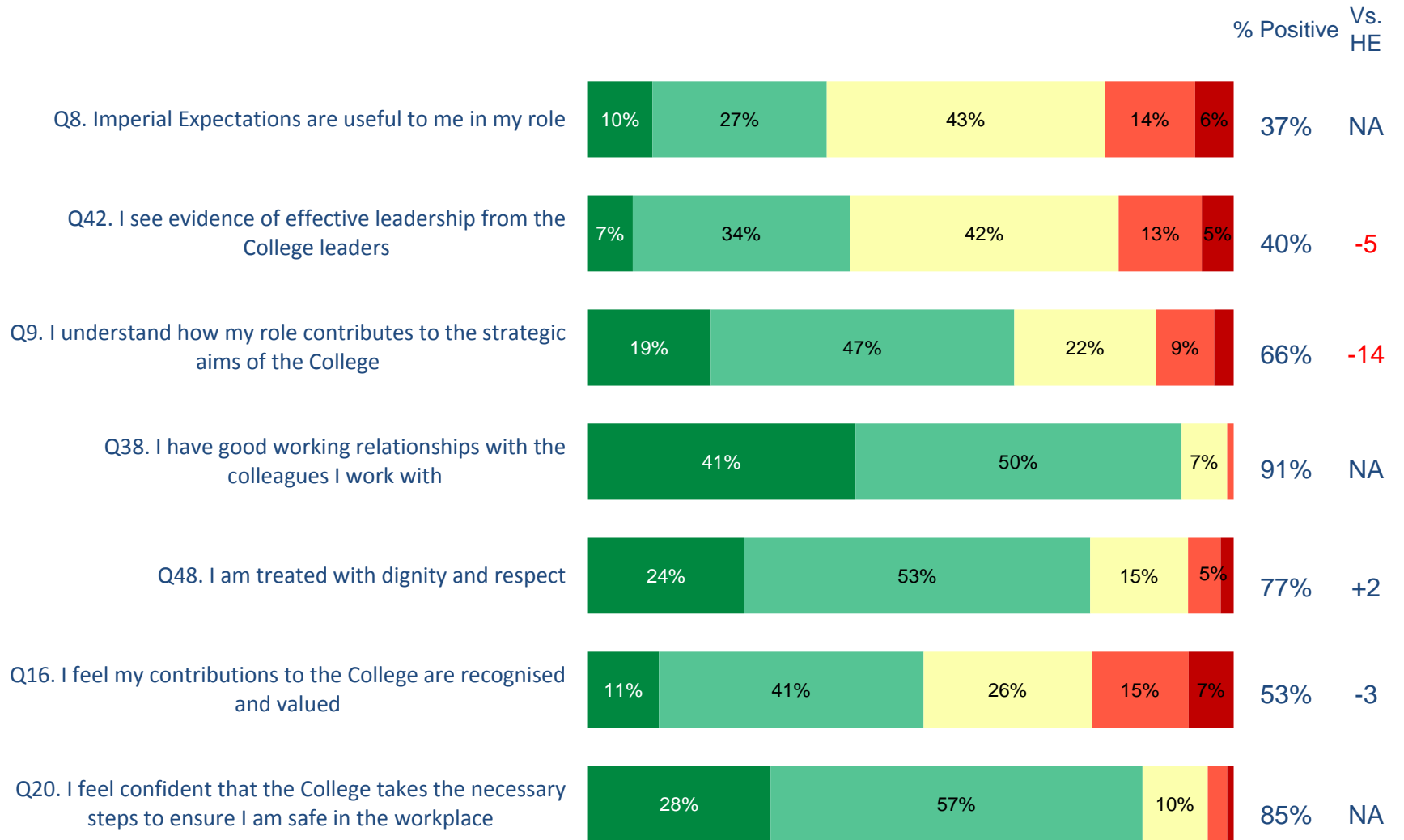
Colleagues between the ages (n= 507) of 56-65 (n= 70) and 66+ are the most engaged (81% & 83%)

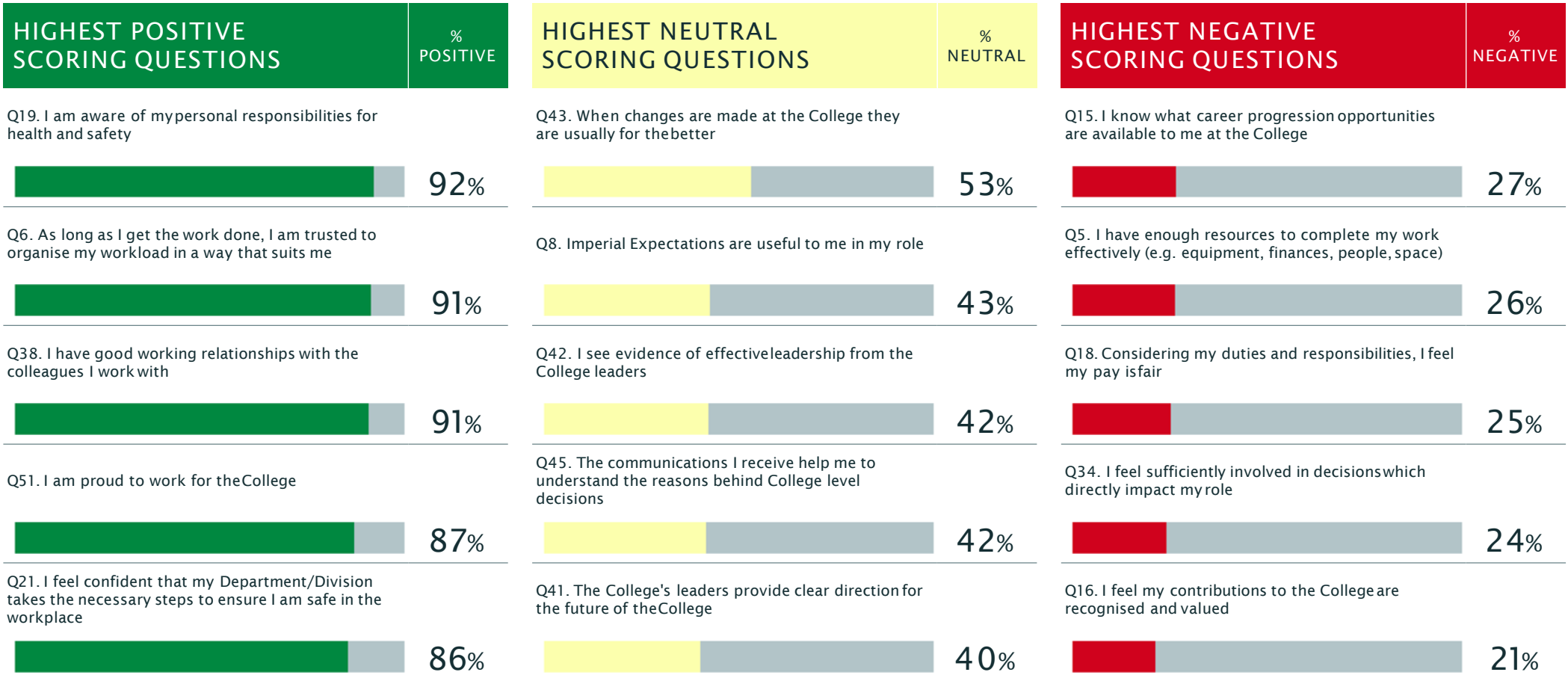
Operational services (n= 304) are the most engaged staff group (81%)

Colleagues in the South Kensington (n=3369) location are the most engaged (76%) closely followed by Hammersmith (n=633) (73%)

## Top 7 questions driving engagement

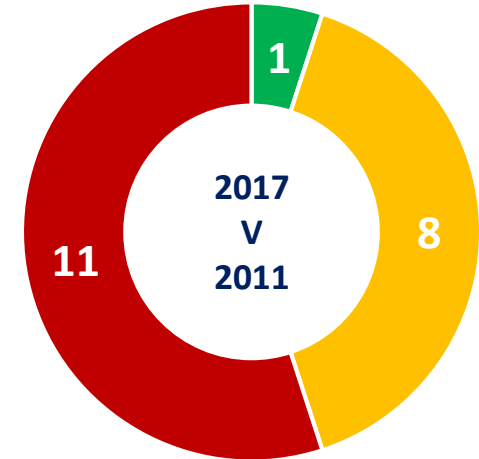
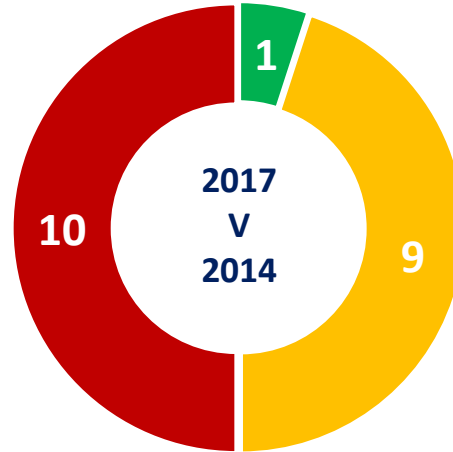
Impact on engagement (in order of highest to lowest)

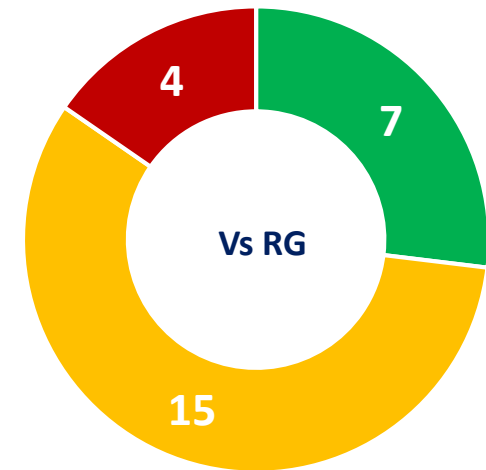
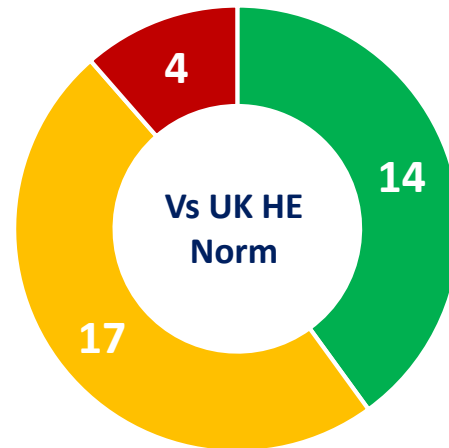


## How do things compare to previous surveys?\*

\*A total of 20 questions could be mapped with 2014/ 2011 data



## How do things compare to external norms?



■ 5 or more % points above

■ In line (-4 to +4 % points)

■ 5 or more % points below

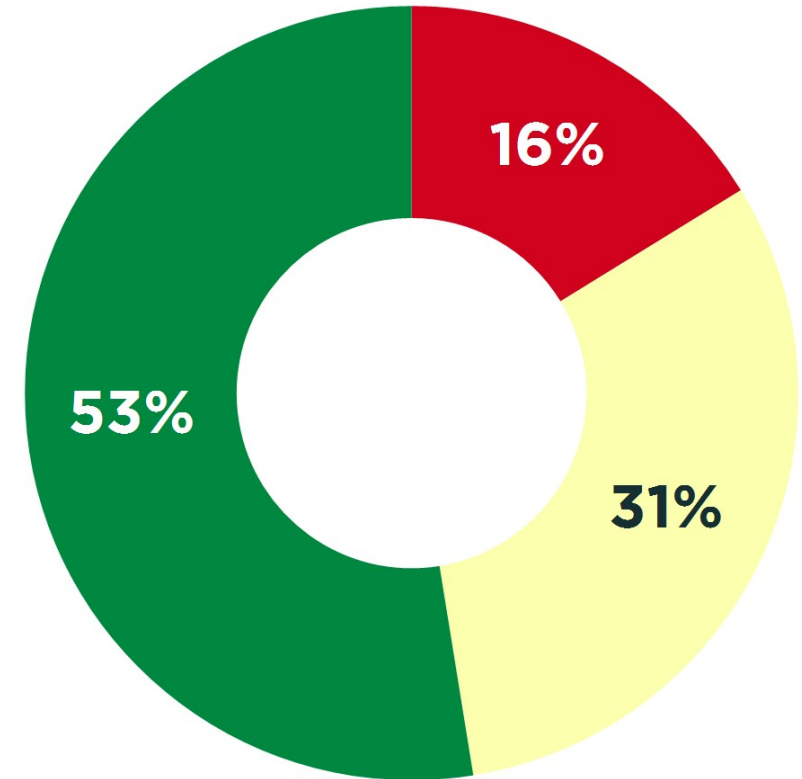


53%

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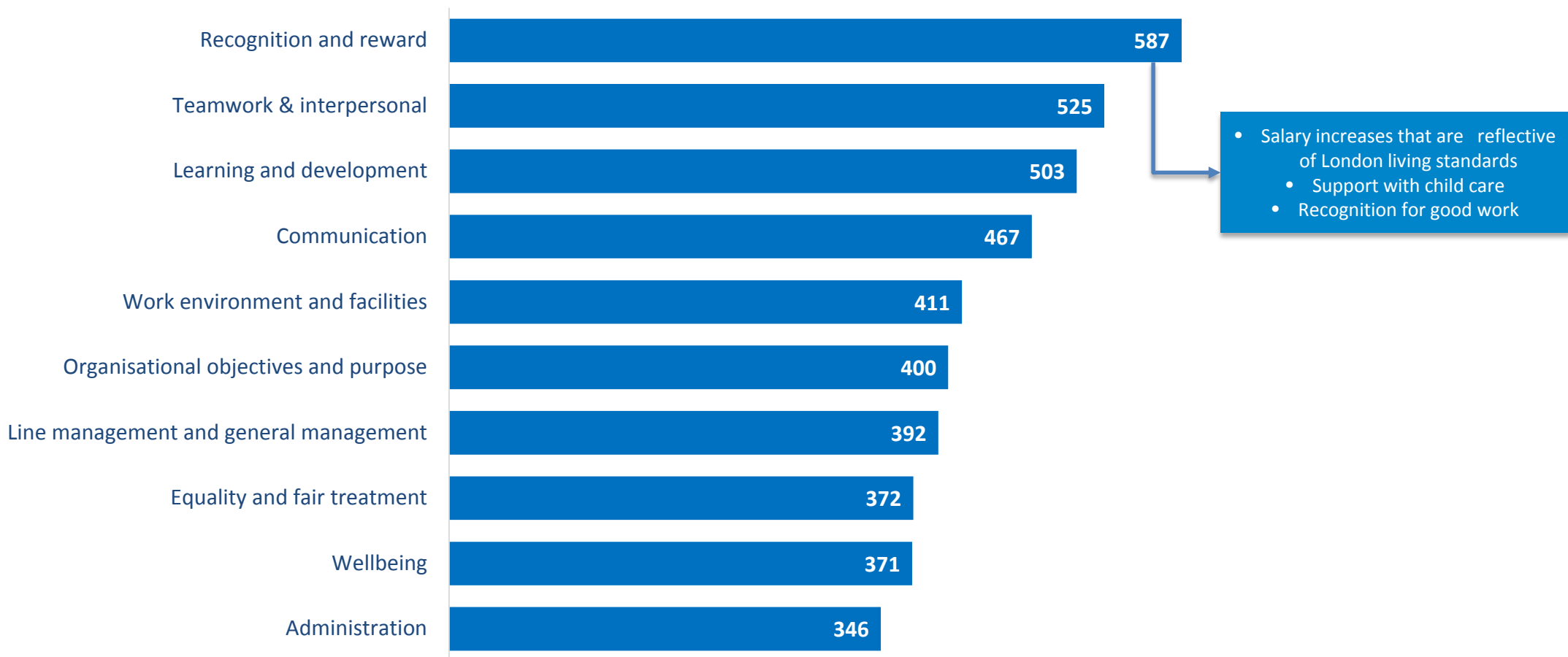
of staff replied favourably to:

‘I believe action  
will be taken on  
the results of  
the survey.’



# What single thing should the College focus on to be a great place to work?

2,939 (60%) comments were made as a response to this question. Across the university sector we typically see that 50% of respondents leave a comment to a free-text question.



# Making good progress

- Engagement Levels are strong across the College
- Staff have good working relationships with their colleagues
- Staff understand their responsibilities for Health and Safety
- High satisfaction with role, including autonomy, flexible working and feeling challenged.
- Staff feel able to cope with the pressures of their role
- Satisfaction with pay is higher than at other universities
- Many staff have effective working relationships with their line managers

# Areas to focus on improving

- Staff are feeling uncertain about how their role aligns to the College's aims, and nearly half don't feel empowered in decisions which affect their role
- Although staff feel challenged in their work, not all feel recognised and valued for their contributions
- Some staff feel ambivalent to Imperial Expectations
- Many staff don't feel connected with the leadership of the College or Faculties
- Some staff feel that they can express their views without fear of negative consequences
- More needs to be done to tackle bullying and harassment



June – Results roadshows

July – September – Departmental action plans

September – College action plan

February 2018 – Action plans in place