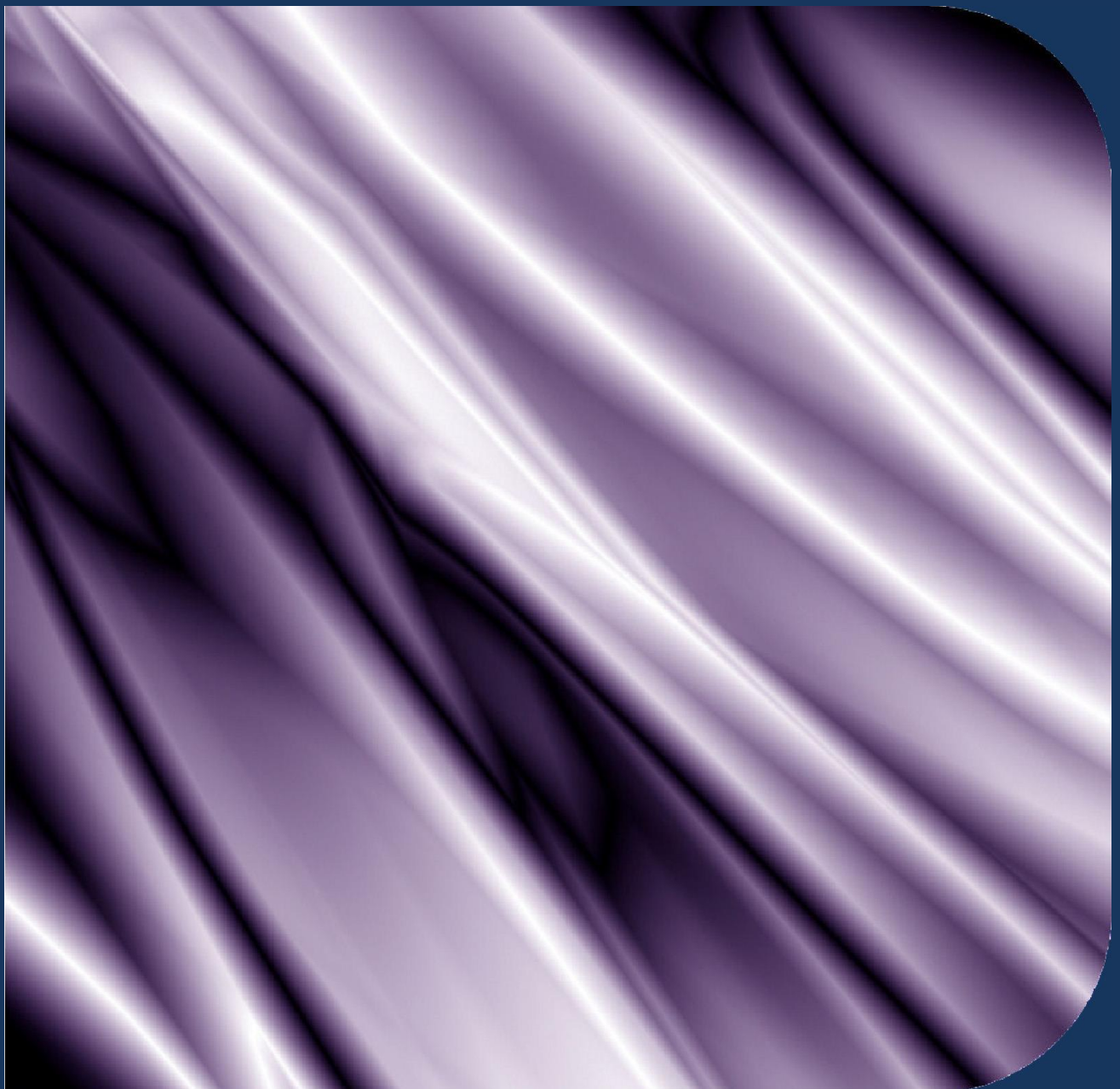


# University of Huddersfield

## Quality of Working Life Survey

### Full Analysis

July, 2019



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# Introduction

This report provides a comprehensive analysis of the 2019 University of Huddersfield, Quality of Working Life Survey. The survey incorporated the QoWL Work-Related Quality of Life (WRQoL) Scale, the Health and Safety Executive's (HSE) Work-Related Stress Scale and the QoWL Workplace Well-being Outcome Scale (WVO).

This combination of scales allows analysis of the important issues affecting the overall employment experience of employees, and allows interpretation within the broader context of work and individual related factors. Questions from the QoWL surveys have been used in employee surveys for 15 years and the HSE questions are drawn from UK government programmes targeting work-related stress.

The 23 questions of the WRQoL Scale assess aspects of quality of working life in the workplace such as job satisfaction, work-life balance and stress, and provide information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of identifying and thereby promoting best practice within an organisation.

The 35 questions of the HSE Management Standards Work-Related Stress Scale evaluate a number of factors thought to influence perceived stress at work. This scale can be used to identify sources of satisfaction as well as sources of stress within the organisation. The HSE benchmarks allow comparison between members of the current organisation and over 26,000 employees from the general UK working population.

The 22 questions of the WVO Scale provide individual measures of specific work and well-being outcomes that relate to quality of working life and can help in the interpretation of WRQoL and HSE scores.

The University of Huddersfield, Quality of Working Life Survey (2019) was distributed electronically with respondents using a web link to enter the data in an online questionnaire in June and July 2019. A paper-based version of the questionnaire was made available to those staff without easy access to a computer. The survey was closed 3.5 weeks after the first issue of the questionnaire. 1375 responses (40 on paper) were received from a total of approximately 2180 employees (overall response rate = 63%). Some respondents missed more than 5% of the questions and these were discarded. This report is largely based on the remaining 1175 valid responses, (valid response rate 54%). Please note that tables showing departmental data only contain those respondents who provided a department (1102 respondents, departmental response rate 51%). Please note that some staff may not have been available to complete this online survey, and so the effective response rate is likely to have been higher.

Where relevant, comparison data are shown for the University of Huddersfield 2013, 2015 & 2017 surveys.

For further details of the survey, or to discuss interventions to improve employee's quality of working life, please contact: Dr Darren Van Laar, Chartered Psychologist (Tel: 02392 84 2980, [darren.van.laar@port.ac.uk](mailto:darren.van.laar@port.ac.uk)).

## Privacy Policy

Please note that projects and research conducted adhere to the professional ethical values of the British Psychological Society. Our non-research survey work adheres to the policies of the Market Research Society. Storage of data adheres to the UK data protection act. The raw data resulting from these surveys may be used to further our research and benchmarking data. At no point are data from individuals reported, with reports arising from data analyses being limited to groups of at least 10 people. For more details, please see our website: [www.qowl.co.uk/qowl\\_privacy\\_policy.html](http://www.qowl.co.uk/qowl_privacy_policy.html)

# Guide to interpreting this document

## *Questionnaire format*

This is based on statistical analysis of the questionnaire responses. This report format has been designed to protect the confidentiality of respondents.

The QoWL survey was distributed through a paper-based as well as an online survey. For questions 1 to 23 staff were asked: "How often do the following situations occur?" Available response categories were; Never, Seldom, Sometimes, Often, Always. For questions 24 to 80 staff were asked; "To what extent do you agree or disagree with the following statements?" Available response categories were: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. University of Huddersfield staff also defined a number of Organisational Specific Questions which had various category definitions.

The biographical information section asked staff to indicate their gender, ethnic origin, age, disability, number of dependents, number of years continuously worked at the organisation, type of appointment, number of hours worked, number of days off ill. Staff were asked which part of the organisation they worked in and what their main role or occupation was. Staff were also asked a series of specific questions about key job stressors including emails, and relationships with other personnel.

A final page offered respondents the opportunity to answer an open question: "How could the quality of working life be improved in your University?" The individual comments were analysed into summary categories.

## *Data and figure details*

For ease of communication, unless otherwise stated, most of the figures in this document present the data as percentages of the number of people responding to a particular question. As sample sizes are not shown in the charts, caution must be exercised when comparing some sub-categories as they may have very different sample sizes (see the Sample Size section for more information). As described in our privacy policy, staff groups with less than 10 responses were recoded into other categories to ensure confidentiality.

# Work-Related Quality of Life Analysis

The Work-Related Quality of Life (WRQoL) scale provides an overview of the key factors which predict the perceived quality of working life of employees such as job satisfaction, work-life balance and stress, and provides information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of finding best practice and communicating how this might be shared within the organisation.

The 23 questions of the WRQoL (see questions 36 to 58 in the question individual breakdown section) produce six psychosocial factors which contribute to the quality of working life. These six factors are: Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS). This combination of sub-scales allows analysis of what are likely to be the most important issues affecting the overall employment experience of employees to be interpreted in a wide context of work and individual related factors. A further set of QoWL Workplace Well-being Outcome (WVO) scale outcome questions allow these six factors to be related to employee beliefs about performance and commitment.

The table below compares summary scores for the current, 2019 survey (N = 1175) with the surveys from 2017 (N = 1209), 2015 (N = 1210), and 2013 (N = 833). The colour coding indicates comparison with quartiles from the QoWL University Benchmark sample which is derived from a sample of 3797 employees from across the UK University sector.

<b>Descriptive Statistics for WRQoL Subscales and Overall question</b>	<b>2013 Survey %Agree</b>	<b>2015 Survey %Agree</b>	<b>2017 Survey %Agree</b>	<b>2019 Survey %Agree</b>
<b>General Well Being (GWB)</b> How much you agree you feel generally content with life as a whole.	57	59	51.0	51.3
<b>Home-Work Interface (HWI)</b> How far you agree the organisation understands and tries to help you with pressures outside of work.	64	65	60	62
<b>Job Career Satisfaction (JCS)</b> How far you agree that you are happy with your ability to do your work.	60	63	55	56
<b>Control at Work (CAW)</b> How far you agree you feel you are involved in decisions at work.	58	59	49	51
<b>Working Conditions (WCS)</b> The extent you agree that you are happy with the conditions you work in	74	74	66	64
<b>Stress at Work (SAW)*</b> How far you feel you agree you experience stress at work.	42	39	46	44
<b>Overall Quality of Working Life (Q65)</b> I am satisfied with the overall quality of my working life.	66	65	57	54

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. Higher values indicate more satisfaction except for SAW. Colour coding indicates University Benchmark quartile where (e.g.) a score in the top quartile places the area of the university indicated in the top 25% of universities in the benchmark sample.

Lowest Quartile	3rd Quartile	2nd Quartile	Top Quartile
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## WRQOL Staff Analysis: General staff categories

The table below compares the 2019 WRQoL all university survey summary scores for the staff groups of: Researchers, Academics and Support staff (made up of all School based, Service based and Facilities based staff). Please note Managers and 'Other' are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories. The colour coding compares scores with the 2019 University sector benchmark.

<b>Descriptive Statistics for WRQoL Subscales and Overall question</b>	<b>2019 Researchers %Agree</b>	<b>2019 Academics %Agree</b>	<b>2019 Support %Agree</b>	<b>2019 All UNI %Agree</b>
<b>General Well Being (GWB)</b>	56%	36%	58%	51%
<b>Home-Work Interface (HWI)</b>	67%	38%	74%	62%
<b>Job Career Satisfaction (JCS)</b>	62%	40%	62%	56%
<b>Control at Work (CAW)</b>	47%	36%	56%	51%
<b>Working Conditions (WCS)</b>	65%	43%	74%	64%
<b>Stress at Work (SAW)*</b>	35%	69%	30%	44%
<b>Overall Quality of Working Life (Q65)</b>	54%	31%	65%	54%
<b>Sample Size (N)</b>	48	384	610	1175

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. Upper quartile, second quartile, third quartile, lower quartile. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing.

## WRQOL Staff Analysis: Staff-gender categories

The table below compares the 2019 WRQoL all university survey summary %Agree scores for Males and Females and for males and females within the academic / researcher combined staff group and the support staff groups (made up of all School based, Service based and Facilities based staff). Please note Managers are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores, gender and staff group information, so numbers may not add up across categories. The colour coding compares scores with the 2019 University sector benchmark.

Descriptive Statistics for WRQoL Subscales and Overall question	2019 All Fem	2019 All Male	2019 A/R Fem	2019 A/R Male	2019 SS Fem	2019 SS Male	2019 All UNI
General Well Being (GWB)	56%	48%	41%	35%	62%	55%	51%
Home-Work Interface (HWI)	67%	57%	45%	38%	76%	71%	62%
Job Career Satisfaction (JCS)	59%	53%	45%	41%	64%	59%	56%
Control at Work (CAW)	53%	52%	39%	37%	57%	56%	51%
Working Conditions (WCS)	68%	61%	48%	44%	75%	72%	64%
Stress at Work (SAW)*	42%	45%	66%	62%	31%	27%	44%
Overall Quality of Working Life (Q65)	60%	50%	37%	32%	69%	60%	54%
Sample Size (N)	667	434	198	201	410	172	1175

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. Upper quartile, second quartile, third quartile, lower quartile. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing.

Staff Group: All = All staff in this category; A/R = Academics and Researchers; SS = Support Staff; Fem = females.

## WRQOL Staff Analysis: Professional Support Service categories

The table below compares the 2019 WRQoL all university survey summary %Agree scores for staff from non-academic departments. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories. The Planning group had too few responses in 2019 to be reported. The colour coding compares scores with the 2019 University sector benchmark.

	Planning	Computing & Library Services	Estates & Facilities	Finance	Human Resources	International Office	Marketing, Comm. & PR	Registry	Research & Enterprise	Student Support Services	Vice Chancellor's Office	ALL UNI
<b>GWB</b>	-	58%	63%	64%	75%	67%	60%	65%	59%	57%	89%	51%
<b>HWI</b>	-	76%	65%	79%	85%	84%	83%	67%	79%	69%	92%	62%
<b>JCS</b>	-	70%	64%	72%	79%	68%	58%	63%	66%	65%	82%	56%
<b>CAW</b>	-	67%	59%	67%	75%	70%	59%	67%	59%	56%	77%	51%
<b>WCS</b>	-	81%	72%	89%	85%	72%	84%	78%	74%	66%	94%	64%
<b>SAW</b>	-	32%	33%	24%	21%	37%	25%	50%	34%	30%	13%	44%
<b>Q65</b>	-	69%	74%	83%	79%	63%	76%	50%	68%	58%	94%	54%
<b>N</b>	6	110	54	41	34	19	42	12	37	43	16	1175

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. Upper quartile, second quartile, third quartile, lower quartile. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing.

GWB = General Well Being; HWI = Home-Work Interface; JCS = Job Career Satisfaction; CAW = Control at Work; WCS = Working Conditions; SAW = Stress at Work; q65 = Overall Quality of Working Life; N = Sample size; Q65 = Overall quality of working life. (-) = Sample size too low to report (minimum of 10 required). N = Number of valid responses.



## WRQOL Staff Analysis: Academic School Categories

The table below compares the 2019 WRQoL all university survey summary %Agree scores for Academic and Support staff based in Academic Schools. Note that not every respondent provided survey scores, department and staff group information, so numbers may not add up across categories. The colour coding compares scores with the 2019 University sector benchmark.

	Business School			School of Applied Sciences			School of Art, Arch. & Design			School of Computing & Engin.			School of Edu. and Prof. Dev.			School of Human & Health Sci.			School of Music, Hum. & Media			ALL UNI
	All	A/R	SS	All	A/R	SS	All	A/R	SS	All	A/R	SS	All	A/R	SS	All	A/R	SS	All	A/R	SS	
GWB	33%	24%	50%	55%	53%	60%	45%	29%	59%	55%	41%	70%	50%	37%	63%	47%	49%	41%	41%	34%	54%	51%
HWI	38%	26%	59%	56%	47%	69%	47%	26%	69%	62%	45%	80%	68%	50%	82%	62%	55%	72%	51%	40%	74%	62%
JCS	34%	24%	53%	55%	51%	58%	44%	34%	52%	58%	50%	67%	63%	57%	63%	50%	49%	46%	49%	48%	50%	56%
CAW	27%	18%	39%	50%	45%	54%	39%	29%	46%	56%	44%	69%	61%	51%	64%	44%	43%	37%	45%	47%	37%	51%
WCS	44%	28%	75%	63%	58%	71%	50%	31%	67%	66%	52%	82%	71%	63%	79%	54%	52%	50%	52%	44%	68%	64%
SAW*	61%	73%	36%	43%	55%	19%	53%	73%	30%	39%	56%	19%	53%	70%	36%	55%	58%	49%	60%	72%	35%	44%
q65	29%	14%	58%	49%	45%	58%	43%	21%	66%	57%	45%	69%	57%	43%	68%	48%	47%	40%	36%	26%	58%	54%
N	140	95	38	69	40	24	84	43	35	124	69	48	60	28	22	142	89	42	75	51	19	1175

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. **Upper quartile**, **second quartile**, **third quartile**, **lower quartile**. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing.

Staff Group: All = All School staff; A/R = Academics and Researchers; SS = Support Staff;

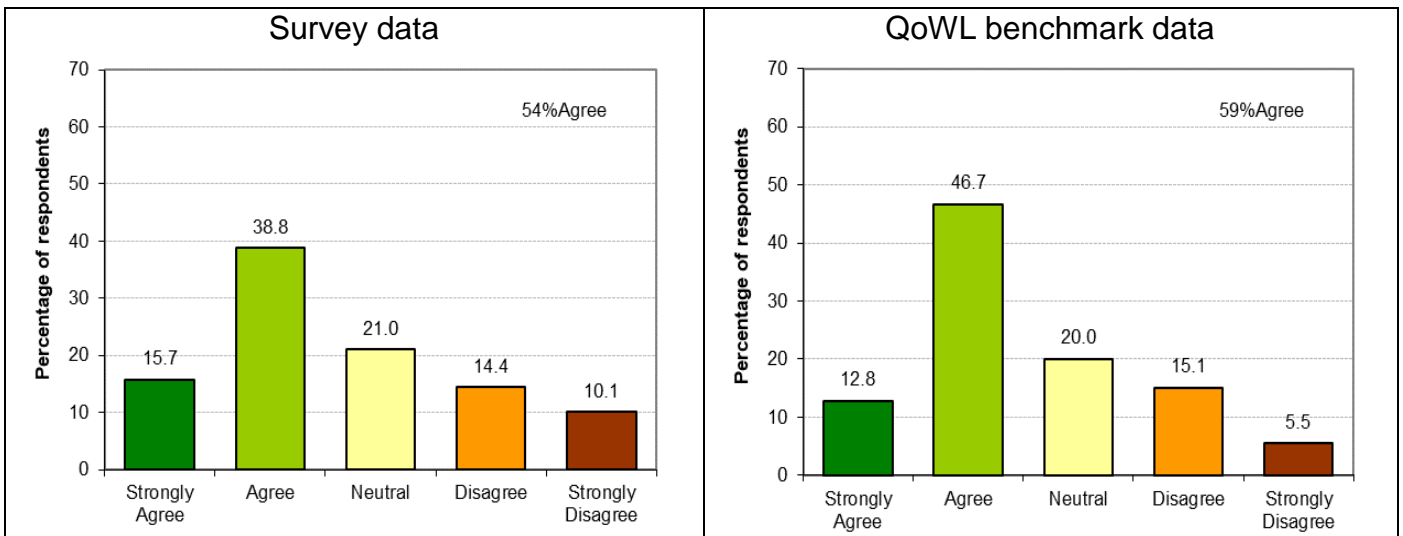
GWB = General Well Being; HWI = Home-Work Interface; JCS = Job Career Satisfaction; CAW = Control at Work; WCS = Working Conditions; SAW = Stress at Work; q65 = Overall Quality of Working Life; N = Sample size; Q65 = Overall quality of working life. (-) = Sample size too low to report (minimum of 10 required). N = Number of valid responses.

## Work-related Quality of Life scale

### WRQoL: Overall Quality of Working Life (Q65)

*I am satisfied with the overall quality of my working life.*

The overall satisfaction with the quality of working life of employees in the organisation is shown below. The figures show the percentage of those responding who selected each of the possible answers. The 'Survey Data' figure shows the data for your organisation, the 'QoWL benchmark data' figure shows the data gathered from the responses of University sector workers.



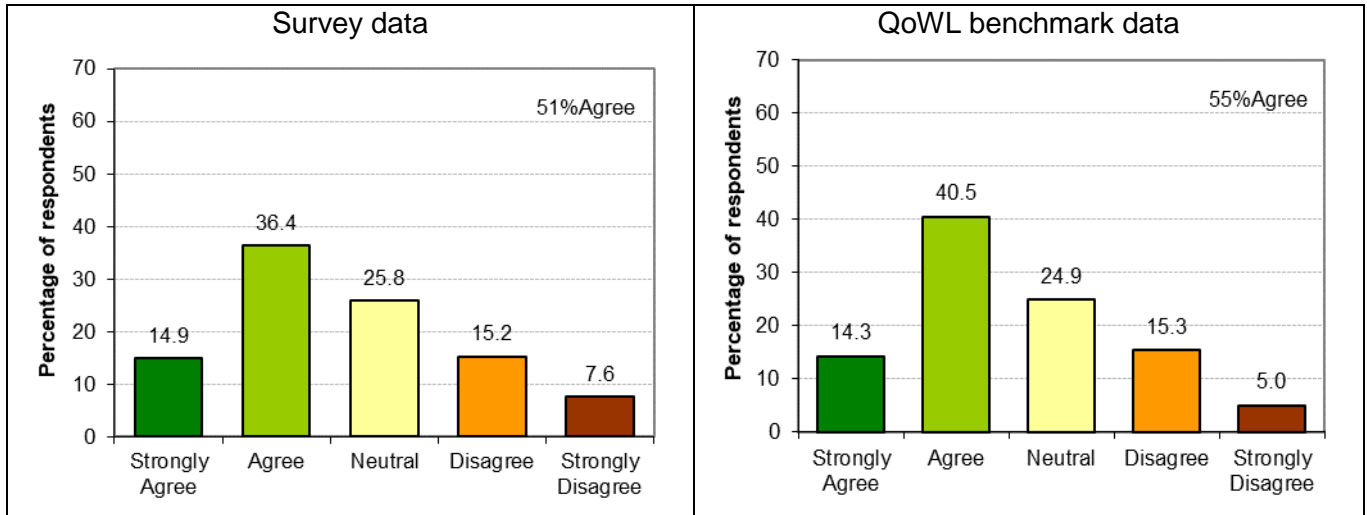
Employees in this organisation who responded to the survey tended to be slightly less satisfied with the overall quality of their working life compared to the QoWL University benchmark sample. 54% of employees responding to this question in this survey agreed or strongly agreed they were satisfied overall with their QoWL, compared to 59% of the benchmark sample and 57% in the 2017 survey.

## WRQoL Subscale details

### WRQoL: General Well-Being (GWB)

*How much you agree you feel generally content with life as a whole.*

General Well-Being (GWB) assesses the extent to which an individual feels good or content within themselves. General well-being both influences, and is influenced by work. General Well-Being incorporates both broader psychological well-being as well as general aspects of physical health.



The proportion of those responding at University of Huddersfield who indicated that they felt generally content with life (51%) as a whole is lower than for the benchmark sample (55%), and the score is the same as the 2017 University of Huddersfield survey result of 51%.

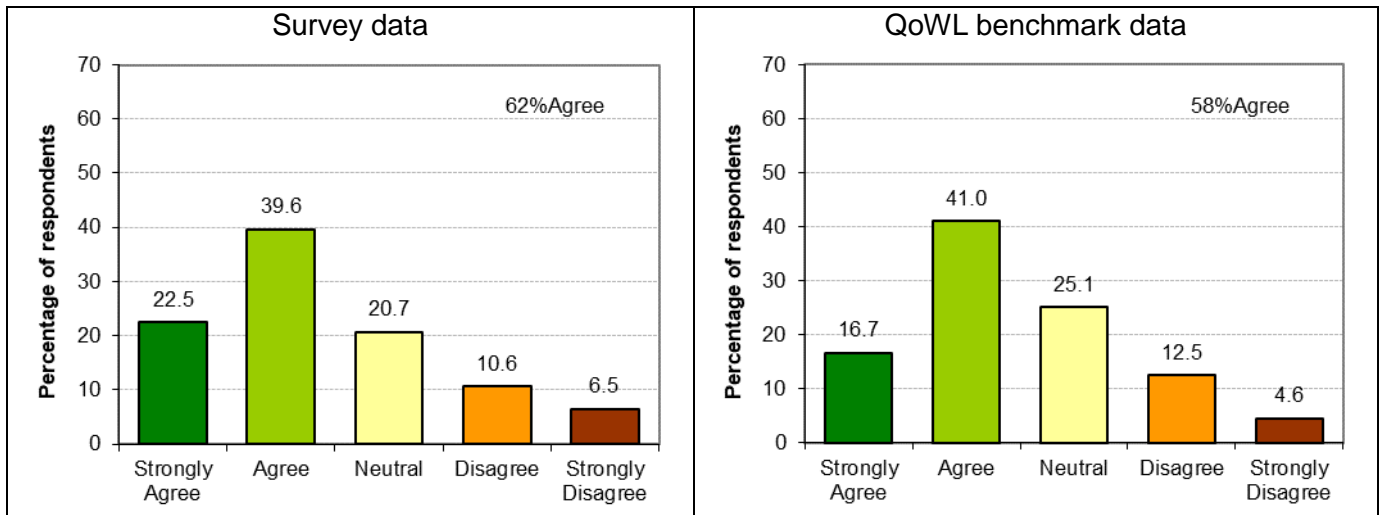
Psychological well-being can affect an individual's performance at work for better or for worse. When people feel good, they work well and enjoy being at work more. On the other hand, when people feel low, or anxious, or ill at ease, regardless of whether the distress springs from their work or from difficulties at home, their work is likely to be adversely affected. In this way, improving the general well-being of people at work is best tackled through a positive approach, with attention being paid to prevention and health promotion rather than simply responding with support once problems arise.

It can be useful to review relevant policies and services, foster or maintain awareness and clarify responsibilities, and ensure that monitoring is effective. An awareness of general well-being and its contribution to overall QoWL can serve to help people consider more carefully what they can do to look after their own and others' well-being, so helping people work well at work and feel well when working.

## WRQoL: Home-Work Interface (HWI)

*How far you agree that the organisation understands and tries to help you with pressures outside of work.*

Home-Work Interface is about people having a measure of control over when, where and how they work. Within the current QoWL model, the Home-Work Interface (HWI) factor reflects the extent to which the employer is perceived to support employees' family and home life. Both the individual and the employer need to actively and continually monitor work-life balance, and make adjustments as required. Flexibility on both sides will often be needed, with discussion and compromise within practical constraints fostering the identification of solutions.



Some 62% of employees responding to this factor strongly agreed or agreed that the interface between work and home issues was good. The score for this factor is higher than the QoWL benchmark sample Agree average of 58%. The result for this factor indicates a higher level of satisfaction compared to the 2017 survey (60%).

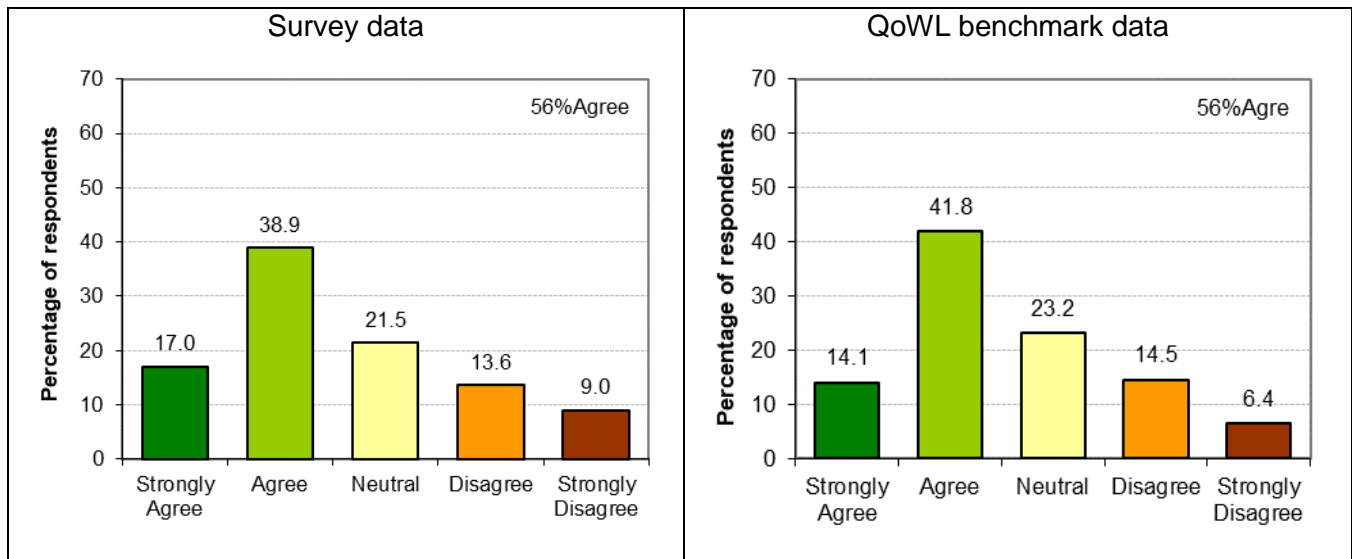
The issues relevant to the HWI include flexible hours, working from home, job rotation, maternity and parental leave, child and dependent care. The key issues in HWI often change over time and are often best identified, monitored and addressed through an ongoing partnership between employees and the employer.

The consequences of HWI conflict can be both physical and psychological. For example, there is evidence to suggest that negative HWI can be associated with an increase in physical health symptoms, and higher levels of conflict associated with the HWI can predict depression, physical health complaints and hypertension. Some researchers have found that conflict between the home and work can be related to decreased job satisfaction. More positively, there is some evidence that changes in workplace policies can lead to increases in work performance and job satisfaction.

## WRQoL: Job Career Satisfaction (JCS)

*The extent to which you are content with your job and your prospects at work*

Job and Career Satisfaction (JCS) represents the level to which the workplace provides a person with the best things at work - the things that make them feel good, such as; sense of achievement, high self esteem, fulfilment of potential, etc. In our research, the JCS factor is often found to be the sub-scale most highly related to overall job satisfaction.



Approximately 56% of staff agreed or strongly agreed that they experienced satisfaction with the career and fulfilment related aspects of their job, compared to 56% of the benchmark sample. This result is slightly higher than the 2017 University of Huddersfield survey result (55%).

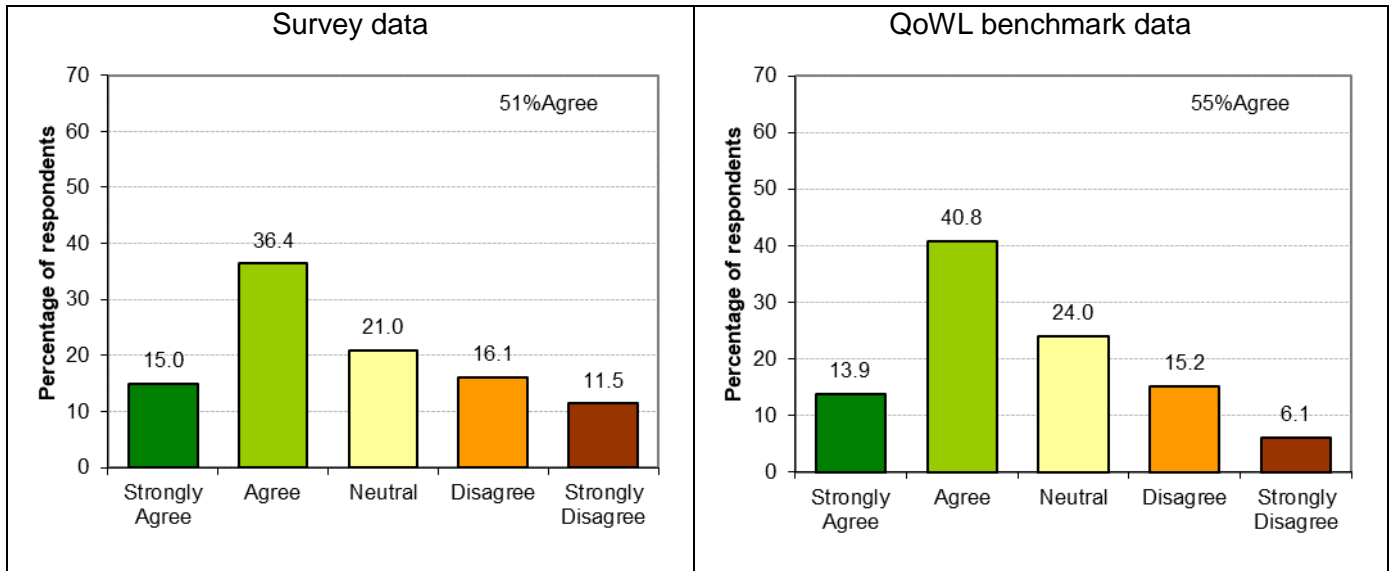
Research has indicated that the most important determinants of job satisfaction are employees' interest in their work, good colleague relationships, high incomes, independent working and clearly defined career opportunities. Some researchers have proposed that job satisfaction depends, on one hand, on the individual characteristics of the person (such as the ability to use initiative, relations with supervisors, or the work that the person actually performs), and on the other hand, environmental factors (e.g. pay, promotion and job security).

The rapidly changing nature of the workplace is becoming more demanding on the employee, whereupon longer working hours, job insecurity, and demanding deadlines are trends that have tended to challenge maintenance of employee satisfaction.

## WRQoL: Control at Work (CAW)

*How far you agree you feel you are involved in decisions that affect you at work.*

Control at Work (CAW) reflects the level to which an employee feels they can exercise what they consider to be an appropriate level of control within their work environment. That perception of control might be linked to various aspects of work, including the opportunity to contribute to the process of decision making that affect employees. Leading authors in the field suggest that perception of personal control can strongly affect both an individuals' experience of stress and their health.



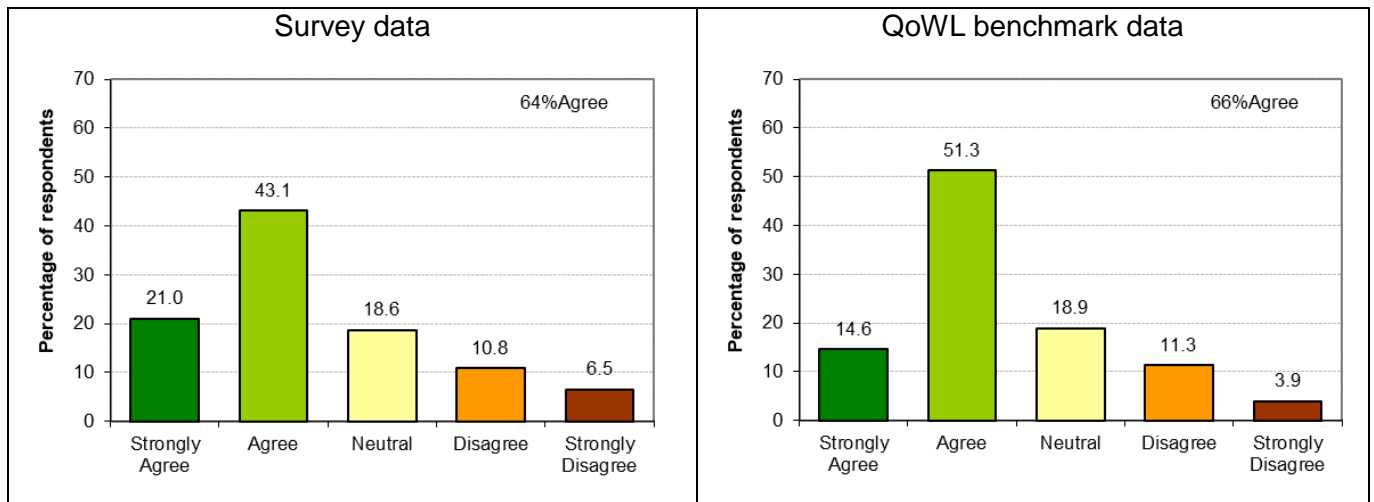
The level of agreement (51%) with statements indicating that respondents experienced a good level of control at work, was lower than that of the benchmark sample (55%), but higher than the Huddersfield 2017 survey (49%).

Research has suggested that there can be a positive significant association also between personal control and job satisfaction and that poor health is more prevalent in jobs characterised by high job demand and low job control. However, organisations can reduce job strain by increasing worker control without reducing actual workload. Some organisations have found that they were able to change their administrative structure to reduce employee stress and protect employees' mental health without adversely affecting productivity.

## WRQoL: Working Conditions (WCS)

*The extent you agree that you are happy with conditions in which you work.*

Working Conditions (WCS) assesses the extent to which the employee is satisfied with various aspects affecting their ability to work effectively, such as the fundamental resources provided at work, the physical working environment, and security. Dissatisfaction with physical working conditions such as health and safety, or work hygiene, for example, can have a significant adverse effect on the quality of working life of employees.



Results from the 2019 survey indicated that staff generally felt slightly lower satisfaction (64%) with their working conditions when compared to the benchmark sample (66%), and this was also lower than that of the 2017 survey (66%).

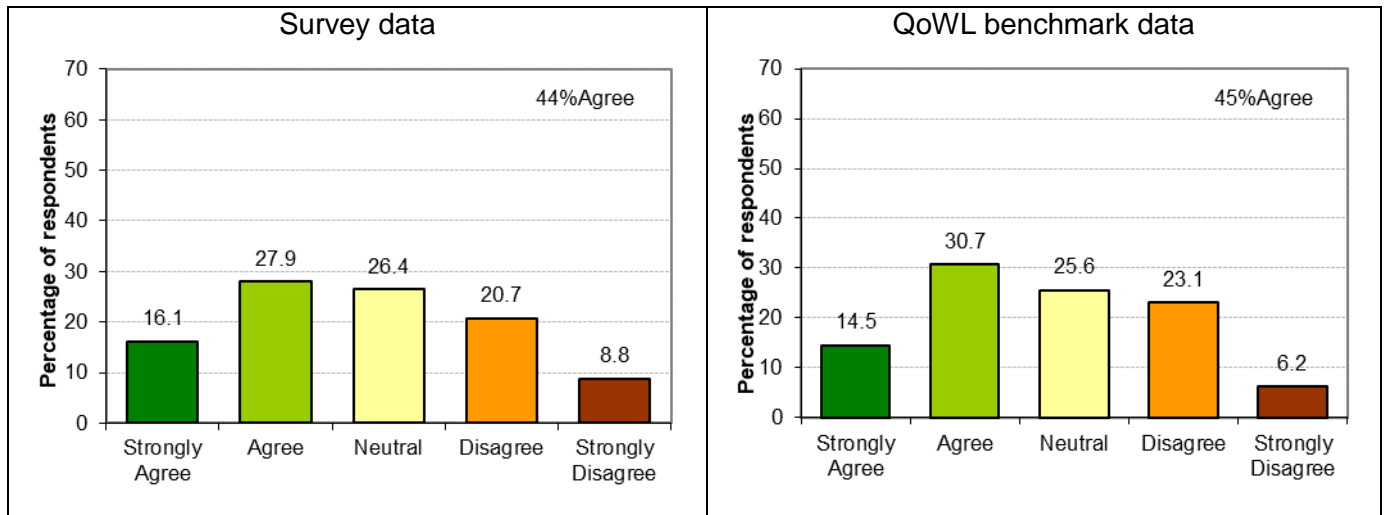
The WCS factor is conceptually related to JCS within the current QoWL model. The JCS factor reflects the degree to which the workplace provides an individual with the best things at work - the things that make them feel good, such as; achieving personal development, goals, promotion and recognition, etc. The WCS factor, by contrast, reflects the degree to which the workplace meets an individual's basic requirements, and, in particular, their satisfaction with their physical work environment. Whilst WCS aspects need to be addressed to counter possible dissatisfaction at work, the JCS component assesses the degree to which an individual's workplace offers opportunity for them to experience satisfaction in the workplace.

Therefore, satisfaction with WCS contributes to overall QoWL, whilst dissatisfaction with WCS can lead to problems in the workplace. There is evidence to suggest that factors such as poor job design and working conditions may increase staff turnover. WCS interventions can lead to a range of benefits, including reduced absenteeism; reduced staff turnover, reduced sick pay costs, improved performance and improved job satisfaction.

## WRQoL: Stress at Work (SAW)

*How far you feel you agree you experience stress at work.*

The WRQoL SAW factor is determined by the extent to which an individual perceives they have excessive pressures and feel stressed at work.



Note that for the SAW questions, higher agreement and a higher mean indicates *more* stress, and hence *lower overall WRQoL*.

Approximately 44% of respondents agreed or strongly agreed that they experienced high levels of stress and pressure at work. This average level of agreement is slightly lower than the benchmark sample (45% agreed). The 2019 SAW result shows that staff reported a lower level of stress than in the 2017 survey (46%).

A UK based survey found that nearly one-third of workers who participated experienced relatively high levels of stress, and more than half considered that their stress level over the last five years had increased. Furthermore, another study in the UK indicated that approximately 20% of workers in a random British working population reported very high levels of stress at work, and approximately 43% indicated that their work was moderately stressful.

MIND, the mental health charity, suggests that 30-40% of sickness absence from work is related to mental or emotional disturbance, whilst the Health and Safety Executive estimates that at least 50% of workdays lost through ill health are associated with stress absence. Research suggests that SAW is amenable to a range of interventions, ranging from the individual to the organisational level.



# HSE Management Standards Analysis

## HSE Scale Background

The Health and Safety Executive (HSE) Management Standards Work-Related Stress scale contains 35 questions (see questions 1 to 35 in the question individual breakdown section) which together make up 7 subscales. The HSE has designed the individual questions and subscales to determine the main source of stressors within an organisation.

The table below illustrates the HSE Work-Related Stress scale scores as a percentage of people (%Agree) agreeing or strongly agreeing (or in some questions indicating often or always) with that subscale. The columns show the HSE %Agree scores for the current, 2019 survey, the 2017, 2015 and 2013 surveys and the QoWL University benchmark sample of 3797 UK university staff.

Descriptive Statistics for 'HSE' Subscales	2013 Survey %Agree	2015 Survey %Agree	2017 Survey %Agree	2019 Survey %Agree
<b>Role:</b> Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	83%	80%	73%	72%
<b>Peer Support:</b> Includes the encouragement, sponsorship and resources provided by colleagues	70%	71%	68%	70%
<b>Relationships*:</b> Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	68%	69%	64%	65%
<b>Managerial Support:</b> Includes the encouragement, sponsorship and resources provided by the organisation, line management	55%	58%	54%	56%
<b>Demands*:</b> How far respondents agree they can cope with demands made of them regarding workload, work patterns, and the work environment	36%	37%	34%	35%
<b>Control:</b> How much say the person has in the way they do their day-to-day job	67%	67%	63%	66%
<b>Change:</b> How organisational change (large or small) is managed and communicated in the organisation	43%	44%	35%	35%

Notes: %Agree scores are the average % respondents who agree or definitely agree with questions. Upper quartile, second quartile, third quartile, lower quartile. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing.

# Appendices

Appendix 1: Average %Agree scores, sample size and response rates by role type, department or school.

Appendix 2: Sample size data and graphs for category questions

Appendix 3: Advanced Analysis: predicting overall quality of working life

Appendix 4: Open Question Analysis 2019

Appendix 5: Pre-2019 format page for q65.

## **Appendix 1: Average %Agree scores by role type, department or school compared by benchmark quartile.**

### **Notes**

Please note for confidentiality reasons only scores for departments with 10 or more responses are shown, although this data is included in overall average scores.

Please note that although 1175 members of staff responded (54% of total eligible staff), tables in this appendix that utilise department or school are based on the 1102 members of staff (51% of total) who specified their department. This may mean that some summary scores differ slightly from those in the main part of the document.

Some of the questions were negatively phrased, therefore for these questions only, stronger agreement is associated with a more negative opinion. The reader is reminded of this within the report by '(-ve)' alongside the question text.

For questions 1 to 79 'Percent agreeing' refers to the rounded percentage of respondents to the questions who answered either Agree or Strongly Agreed (A + SA) to the question.

Colour coding is based on quartiles comparing average %Agree scores with the benchmark median scores. For individual questions (tables 1c to 1j), colour coding has been reversed for negatively phrased questions, so that green colour coding indicates higher wellbeing for all questions.

Please note, for the sake of clarity the total number of responses or 'N' quoted in the tables is the maximum possible number of respondents (the number of respondents who completed this survey for that category) or 'Max N'. However individual questions may not have been completed by all respondents, which may lead to confusion when e.g. a 50% response appears to come from 15 people (Max N) when in fact only 14 answered that particular question (actual N).

Appendix 1a: %Agree score, sample size and response rate by department, QoWL subscale and overall satisfaction.

Role Type or Department	N	RR %	GWB	HWI	JCS	CAW	WCS	SAW*	Overall
Manager	93	-	71	82	83	90	85	39	83
Academic	384	-	36	38	40	36	43	69	31
Research	48	-	56	67	62	47	65	35	54
School-based	220	-	55	72	55	48	70	33	58
Service-based	337	-	61	79	66	61	79	28	68
Facilities-based	53	-	55	54	66	59	59	36	79
Business School	140	63	33	38	34	27	44	61	29
School of Applied Sciences	69	39	55	56	55	50	63	43	49
School of Art, Arch. & Design	84	47	45	47	44	39	50	53	43
School of Computing & Engin.	124	50	55	62	58	56	66	39	57
School of Edu. and Prof. Dev.	60	53	50	68	63	61	71	53	57
School of Human & Health Sci.	142	47	48	62	50	44	54	55	48
School of Music, Hum. & Media	75	50	41	51	49	45	52	60	36
Computing & Library Services	110	67	58	76	70	67	82	32	69
Estates & Facilities	54	20	63	65	64	59	72	33	74
Finance	41	69	65	79	72	67	89	24	83
Human Resources	34	87	74	85	79	76	85	21	80
International Office	19	66	67	84	68	70	72	37	63
Marketing, Comm. & PR	42	67	60	83	58	59	84	25	76
Registry	12	63	65	67	63	67	78	50	50
Research & Enterprise	37	62	59	79	66	59	74	34	68
Student Support Services	43	98	57	69	65	56	66	30	58
Vice Chancellor's Office	16	46	89	92	82	77	94	13	94
ALL UoH	1102	51	52	62	56	52	64	44	55
<b>Benchmark Medians</b>	3797	33	56	57	55	53	64	46	60

Notes:   upper quartile,   second quartile,   third quartile,   lower quartile. % RR = Response rate as a percentage of eligible staff. \*Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). GWB = General Well Being; HWI = Home-Work Interface; JCS = Job Career Satisfaction; CAW = Control at Work; WCS = Working Conditions; SAW = Stress at Work; Overall = Overall Quality of Working Life (q65); N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total.

Appendix 1b: %Agree score, sample size and response rate by department, HSE subscale.

Role Type or Department	N	RR %	Role	PSP	REL-R	MSP	DMD-R	CON	CHN
Manager	93	-	95	89	83	84	43	87	73
Academic	384	-	58	55	51	37	22	51	18
Research	48	-	75	69	66	66	51	80	46
School-based	220	-	77	75	71	59	48	70	34
Service-based	337	-	83	80	76	67	50	75	46
Facilities-based	53	-	54	59	40	59	45	52	32
Business School	140	63	50	55	45	36	25	45	16
School of Applied Sciences	69	39	78	67	69	58	38	70	34
School of Art, Arch. & Design	84	47	61	61	51	39	34	54	20
School of Computing & Engin.	124	50	76	69	74	59	43	71	43
School of Edu. and Prof. Dev.	60	53	84	78	75	65	35	69	42
School of Human & Health Sci.	142	47	67	68	62	48	32	65	26
School of Music, Hum. & Media	75	50	69	64	55	51	31	64	19
Computing & Library Services	110	67	86	82	76	65	52	74	50
Estates & Facilities	54	20	69	65	54	60	46	63	38
Finance	41	69	92	87	81	75	51	77	50
Human Resources	34	87	94	94	90	80	57	81	70
International Office	19	66	81	79	66	69	51	75	56
Marketing, Comm. & PR	42	67	78	73	70	70	47	75	56
Registry	12	63	67	69	61	62	35	76	36
Research & Enterprise	37	62	81	73	74	66	41	75	43
Student Support Services	43	98	80	77	71	61	46	70	44
Vice Chancellor's Office	16	46	95	95	98	90	62	89	63
ALL UoH	1102	51	73	70	65	56	39	66	36
<b>Benchmark Medians</b>	3797	33	77	69	69	54	34	70	38

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. UoH data is only from members of staff who gave a department (94% of total respondents). PSP = Peer Support; REL-R = Relationships (reversed so high values = greater wellbeing); MSP = Management Support; DMD-R = Demands (reversed so high values = greater wellbeing); CON = Control; CHN = Change. N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total.

Appendix 1c: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q01	q02	q03*	q04	q05*	q06*	q07	q08	q09*	q10	q11	q12*
	N													
Manager	93	-	96	94	38	94	1	11	82	72	77	72	96	28
Academic	384	-	60	58	61	77	11	36	43	25	78	31	65	53
Research	48	-	77	92	19	94	9	13	67	71	47	73	77	25
School-based	220	-	82	85	29	92	4	11	74	48	46	58	79	25
Service-based	337	-	84	88	23	92	2	5	73	58	45	66	83	22
Facilities-based	53	-	36	75	13	40	32	23	44	47	67	26	83	13
Business School	140	63	49	58	56	72	12	31	43	26	71	30	55	48
School of Applied Sciences	69	39	80	80	35	86	3	30	61	44	61	55	88	36
School of Art, Arch. & Design	84	47	60	65	45	81	17	26	58	24	69	39	64	51
School of Computing & Engin.	124	50	77	82	34	90	7	19	58	53	55	57	79	28
School of Edu. and Prof. Dev.	60	53	85	75	45	90	2	20	77	52	75	42	87	40
School of Human & Health Sci.	142	47	71	76	51	83	5	23	61	37	70	46	68	40
School of Music, Hum. & Media	75	50	76	69	51	87	8	28	51	40	65	48	80	47
Computing & Library Services	110	67	86	84	25	93	4	7	75	55	36	64	88	23
Estates & Facilities	54	20	61	78	19	67	20	13	54	48	55	48	87	19
Finance	41	69	95	80	15	95	0	2	81	61	44	73	93	17
Human Resources	34	87	94	91	12	97	3	6	88	74	50	68	94	18
International Office	19	66	84	79	28	84	5	0	74	53	63	63	79	16
Marketing, Comm. & PR	42	67	78	95	26	88	0	5	64	71	50	62	74	24
Registry	12	63	67	92	42	83	0	8	67	50	83	67	75	42
Research & Enterprise	37	62	86	95	28	86	3	11	65	54	50	68	81	35
Student Support Services	43	98	77	86	36	95	2	2	72	56	60	58	84	19
Vice Chancellor's Office	16	46	100	94	13	100	0	0	100	94	44	75	94	6
ALL UoH	1102	51	74	77	38	85	7	18	62	46	60	51	77	34
<b>Benchmark Medians</b>	3797	33	80	81	31	91	5	15	58	41	61	63	81	29

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total. \*Negatively phrased question where lower values and green colour coding indicates higher wellbeing.

## Question key

q01: I am clear what is expected from me at work

q02: I can decide when to take a break

q03: Different groups at work demand things that are hard to combine (-ve)

q04: I know how to go about getting my job done

q05: I am subject to personal harassment in the form of unkind words or behaviour (-ve)

q06: I have unachievable deadlines (-ve)

q07: If work gets difficult, my colleagues will help me

q08: I am given supportive feedback on the work I do

q09: I have to work very intensively (-ve)

q10: I have a say in my own work speed

q11: I am clear what my duties and responsibilities are

q12: I have to neglect some tasks because I have too much work to do (-ve)

Appendix 1d: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q13	q14*	q15	q16*	q17	q18*	q19	q20*	q21*	q22*	q23	q24
	N													
Manager	93	-	96	4	95	13	96	12	74	55	1	17	88	96
Academic	384	-	38	32	55	36	50	48	32	60	14	50	36	62
Research	48	-	67	19	79	19	63	15	71	33	13	15	69	73
School-based	220	-	59	18	75	13	74	5	42	36	2	12	64	79
Service-based	337	-	74	12	77	9	81	7	47	28	2	10	72	86
Facilities-based	53	-	68	17	70	2	45	8	13	13	38	45	70	62
Business School	140	63	29	43	43	31	44	41	27	59	16	46	39	62
School of Applied Sciences	69	39	70	12	74	22	65	28	50	39	8	28	62	70
School of Art, Arch. & Design	84	47	45	35	58	32	57	33	33	49	16	38	37	67
School of Computing & Engin.	124	50	61	12	78	23	74	24	53	37	9	26	63	75
School of Edu. and Prof. Dev.	60	53	75	13	78	19	82	28	43	57	3	32	67	78
School of Human & Health Sci.	142	47	50	29	70	28	62	25	39	53	4	32	46	72
School of Music, Hum. & Media	75	50	47	21	71	24	58	24	43	51	9	37	56	73
Computing & Library Services	110	67	79	10	77	9	84	5	51	26	5	13	69	88
Estates & Facilities	54	20	67	15	74	4	63	7	32	22	17	30	70	70
Finance	41	69	83	2	81	7	93	3	39	24	0	0	83	90
Human Resources	34	87	91	6	88	3	94	0	59	27	0	6	82	97
International Office	19	66	84	21	84	5	74	0	53	47	5	11	72	89
Marketing, Comm. & PR	42	67	71	10	74	12	79	5	45	43	0	5	71	83
Registry	12	63	50	27	67	17	58	25	58	75	0	42	67	75
Research & Enterprise	37	62	68	14	81	16	84	22	49	38	3	19	68	76
Student Support Services	43	98	70	19	68	12	74	7	50	30	2	7	65	86
Vice Chancellor's Office	16	46	88	0	100	6	94	0	63	25	0	6	94	100
ALL UoH	1102	51	60	20	70	20	68	21	43	43	8	27	59	76
<b>Benchmark Medians</b>	3797	33	66	17	77	21	72	22	43	38	3	20	59	75

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total. \*Negatively phrased question where lower values and green colour coding indicates higher wellbeing.



### Question key

q13: I am clear about the goals and objectives for my department

q14: There is friction or anger between colleagues (-ve)

q15: I have a choice in deciding how I do my work

q16: I am unable to take sufficient breaks (-ve)

q17: I understand how my work fits into the overall aim of the University

q18: I am pressured to work long hours (-ve)

q19: I have a choice in what I do at work

q20: I have to work very fast (-ve)

q21: I am subject to bullying at work (-ve)

q22: I have unrealistic time pressures (-ve)

q23: I can rely on my manager to help me with a work problem

q24: I get help and support I need from my colleagues

Appendix 1e: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q25	q26	q27	q28	q29	q30	q31	q32	q33	q34*	q35
	N												
Manager	93	-	100	83	87	62	95	87	90	73	76	11	91
Academic	384	-	69	27	55	12	54	62	61	15	23	39	47
Research	48	-	77	65	67	38	77	90	69	35	38	29	77
School-based	220	-	86	45	68	24	72	77	81	32	48	22	65
Service-based	337	-	87	64	75	34	78	84	84	40	53	19	73
Facilities-based	53	-	70	51	72	23	57	57	59	23	60	62	59
Business School	140	63	60	24	54	10	46	53	61	14	26	44	40
School of Applied Sciences	69	39	86	48	67	20	75	75	72	33	40	22	70
School of Art, Arch. & Design	84	47	67	30	59	16	57	62	59	16	27	33	48
School of Computing & Engin.	124	50	82	53	69	35	73	77	72	40	40	17	67
School of Edu. and Prof. Dev.	60	53	88	57	70	30	77	85	85	38	60	13	70
School of Human & Health Sci.	142	47	82	37	63	16	61	80	77	24	40	38	56
School of Music, Hum. & Media	75	50	83	35	60	9	67	69	72	12	29	43	63
Computing & Library Services	110	67	87	71	84	37	80	81	81	41	47	17	75
Estates & Facilities	54	20	76	50	70	32	70	70	65	33	50	41	61
Finance	41	69	98	66	85	34	83	90	90	49	63	2	83
Human Resources	34	87	97	85	97	58	88	85	94	68	71	9	85
International Office	19	66	84	68	68	42	74	84	84	58	68	42	79
Marketing, Comm. & PR	42	67	81	69	63	49	74	90	81	50	61	21	74
Registry	12	63	83	67	58	17	75	92	75	25	50	42	67
Research & Enterprise	37	62	84	62	62	32	81	76	89	35	57	19	70
Student Support Services	43	98	88	54	65	38	67	72	86	40	51	29	67
Vice Chancellor's Office	16	46	100	63	94	63	94	100	88	63	75	0	94
ALL UoH	1102	51	80	49	67	27	69	75	75	32	44	28	63
<b>Benchmark Medians</b>	3797	33	87	52	65	29	69	74	75	33	39	21	59

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total. \*Negatively phrased question where lower values and green colour coding indicates higher wellbeing.

### Question key

q25: I have some say over the way I work

q26: I have sufficient opportunities to question managers about change at work

q27: I receive the respect at work I deserve from my colleagues

q28: Staff are always consulted about change at work

q29: I can talk to my line manager about something that has upset or annoyed me at work

q30: My working time can be flexible

q31: My colleagues are willing to listen to my work-related problems

q32: When changes are made at work, I am clear how they will work out in practice

q33: I am supported through emotionally demanding work

q34: Relationships at work are strained (-ve)

q35: My line manager encourages me at work

Appendix 1f: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q36	q37	q38	q39	q40	q41	q42	q43	q44	q45	q46	q47
	N													
Manager	93	-	91	91	93	76	81	84	49	89	12	72	80	90
Academic	384	-	47	33	60	41	37	43	76	36	50	45	37	29
Research	48	-	67	60	81	58	54	73	43	75	23	65	60	52
School-based	220	-	61	56	71	65	74	82	38	56	21	61	53	44
Service-based	337	-	74	69	81	67	82	85	33	70	22	65	64	58
Facilities-based	53	-	68	72	70	79	43	59	25	56	38	51	70	47
Business School	140	63	38	25	46	44	38	47	70	33	45	38	34	22
School of Applied Sciences	69	39	68	51	75	57	57	59	51	51	30	62	48	48
School of Art, Arch. & Design	84	47	54	45	62	51	50	56	55	36	38	55	43	33
School of Computing & Engin.	124	50	68	61	78	60	56	69	44	61	26	58	52	55
School of Edu. and Prof. Dev.	60	53	65	60	75	55	70	70	67	67	30	55	68	57
School of Human & Health Sci.	142	47	53	47	69	56	63	67	61	49	40	57	50	38
School of Music, Hum. & Media	75	50	54	44	66	49	45	55	65	53	36	47	47	35
Computing & Library Services	110	67	76	73	83	64	79	81	36	70	27	61	74	65
Estates & Facilities	54	20	74	70	70	72	65	76	26	59	20	65	57	50
Finance	41	69	88	76	95	73	81	85	32	71	12	73	63	66
Human Resources	34	87	94	91	91	79	88	82	29	91	6	76	71	85
International Office	19	66	74	68	79	84	100	89	53	63	21	74	74	68
Marketing, Comm. & PR	42	67	57	69	72	71	86	88	38	74	17	62	57	57
Registry	12	63	58	75	58	67	75	67	58	58	25	83	75	50
Research & Enterprise	37	62	76	68	81	62	76	84	38	68	24	70	51	54
Student Support Services	43	98	74	58	84	58	65	86	33	68	29	60	60	47
Vice Chancellor's Office	16	46	88	75	88	88	94	94	25	94	6	100	81	75
ALL UoH	1102	51	63	56	72	59	63	69	50	57	30	58	54	47
<b>Benchmark Medians</b>	3797	33	63	63	75	65	58	71	54	54	27	57	52	59

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total.

### **Questions key**

q36: I have a clear set of goals and aims to enable me to do my job

q37: I feel able to voice opinions and influence changes in my area of work

q38: I have the opportunity to use my abilities at work

q39: I feel well at the moment

q40: The University provides adequate facilities and flexibility for me to fit work in around in my family life

q41: My current working hours / patterns suit my personal circumstances

q42: I often feel under pressure at work (-ve)

q43: When I have done a good job it is acknowledged by my line manager

q44: Recently, I have been feeling unhappy and depressed (-ve)

q45: I am satisfied with my life

q46: I am encouraged to develop new skills

q47: I am involved in decisions that affect me in my own area of work

Appendix 1g: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q48	q49	q50	q51	q52	q53	q54*	q55	q56	q57	q58
	N												
Manager	93	-	79	81	50	89	87	72	28	72	76	86	89
Academic	384	-	30	35	19	61	46	31	61	32	32	37	47
Research	48	-	50	73	38	79	81	44	27	46	56	67	30
School-based	220	-	57	61	40	79	62	36	29	53	54	74	43
Service-based	337	-	71	69	41	88	70	43	22	63	62	78	57
Facilities-based	53	-	55	62	60	74	45	59	47	72	64	47	59
Business School	140	63	29	29	16	60	39	23	52	30	31	44	35
School of Applied Sciences	69	39	51	52	42	74	71	41	35	48	55	64	52
School of Art, Arch. & Design	84	47	40	36	30	64	52	36	51	37	43	44	39
School of Computing & Engin.	124	50	49	61	37	82	70	36	33	52	57	66	53
School of Edu. and Prof. Dev.	60	53	60	63	33	83	62	47	40	56	47	68	65
School of Human & Health Sci.	142	47	42	55	29	66	56	40	50	40	44	54	47
School of Music, Hum. & Media	75	50	44	53	24	68	52	37	55	35	43	44	56
Computing & Library Services	110	67	78	67	37	89	71	51	27	65	61	77	62
Estates & Facilities	54	20	65	56	57	83	65	50	41	72	65	67	57
Finance	41	69	81	71	42	98	73	51	17	61	63	88	61
Human Resources	34	87	82	85	56	91	76	50	12	79	79	82	50
International Office	19	66	58	63	42	89	68	47	22	74	74	68	74
Marketing, Comm. & PR	42	67	76	76	50	93	66	36	12	55	60	83	50
Registry	12	63	58	58	58	92	75	58	42	67	58	83	75
Research & Enterprise	37	62	57	78	35	87	78	56	30	65	57	78	54
Student Support Services	43	98	63	56	41	74	63	40	28	65	64	63	63
Vice Chancellor's Office	16	46	81	88	75	100	100	69	0	75	88	100	81
ALL UoH	1102	51	54	56	35	77	62	41	38	51	52	63	52
<b>Benchmark Medians</b>	3797	33	52	45	32	76	67	38	36	52	57	65	42

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total. \*Negatively phrased question where lower values and green colour coding indicates higher wellbeing.

### **Questions key**

q48: The University provides me with what I need to do my job effectively

q49: My line manager actively promotes flexible working hours / patterns

q50: In most ways my life is close to ideal

q51: I work in a safe environment

q52: Generally things work out well for me

q53: I am satisfied with the career opportunities available for me at the University

q54: I often feel excessive levels of stress at work (-ve)

q55: I am satisfied with the training I receive in order to perform my present job

q56: Recently, I have been feeling reasonably happy all things considered

q57: The working conditions are satisfactory

q58: I am involved in decisions that affect staff in my own area of work

Appendix 1h: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q59	q60	q61	q62	q63	q64	q65	q66	q67	q68	q69	q70
	N													
Manager	93	-	81	87	86	94	83	82	83	74	93	94	89	61
Academic	384	-	44	60	32	55	60	34	31	27	48	59	76	19
Research	48	-	52	70	63	81	75	30	54	52	69	85	81	44
School-based	220	-	52	75	58	59	75	54	58	69	66	68	86	35
Service-based	337	-	62	79	68	73	74	60	68	75	73	77	85	52
Facilities-based	53	-	51	60	77	66	70	72	79	77	73	60	87	64
Business School	140	63	48	61	32	46	54	35	29	34	43	49	75	17
School of Applied Sciences	69	39	52	75	53	71	67	54	49	49	64	64	81	35
School of Art, Arch. & Design	84	47	45	64	35	57	62	30	43	44	48	69	78	30
School of Computing & Engin.	124	50	49	73	60	69	75	55	57	59	66	76	83	45
School of Edu. and Prof. Dev.	60	53	63	78	67	72	72	47	57	54	73	72	88	49
School of Human & Health Sci.	142	47	51	65	44	61	75	53	48	49	64	70	81	23
School of Music, Hum. & Media	75	50	43	56	41	57	64	18	36	33	55	68	84	14
Computing & Library Services	110	67	66	82	72	73	76	66	69	70	69	76	84	50
Estates & Facilities	54	20	45	72	80	61	74	69	74	80	82	65	81	64
Finance	41	69	71	81	71	73	85	59	83	78	83	90	90	61
Human Resources	34	87	79	85	82	74	85	80	80	85	91	94	91	56
International Office	19	66	79	84	69	79	74	74	63	79	63	68	84	74
Marketing, Comm. & PR	42	67	55	67	67	79	74	60	76	76	86	86	91	64
Registry	12	63	50	67	50	83	50	42	50	67	75	67	92	25
Research & Enterprise	37	62	65	78	64	73	86	65	68	70	76	81	86	51
Student Support Services	43	98	56	86	64	74	62	63	58	63	67	77	76	47
Vice Chancellor's Office	16	46	75	88	94	88	69	69	94	94	94	94	88	63
ALL UoH	1102	51	55	71	55	65	70	51	55	56	65	71	83	39
<b>Benchmark Medians</b>	3797	33	46	72	55	66	72	60	60	58	66	74	78	34

Notes: upper quartile, second quartile, third quartile, lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total.



### **Questions key**

q59: I am paid fairly for the job I do, given my experience

q60: My relationships with other staff are as good as I would like them to be

q61: The quality of supervision is as good as I would want it to be

q62: My work is as interesting and varied as I would want it to be

q63: I intend to stay working for the university for at least the next 12 months

q64: I feel my job is secure

q65: I am satisfied with the overall quality of my working life

q66: I am able to achieve a healthy balance between my work and home life

q67: I feel motivated to do my best in my current job

q68: I enjoy my work

q69: The people who are important to me outside of work support my work commitments

q70: The organisation communicates well with its employees

Appendix 1i: Average satisfaction score, sample size and response rate by survey question (see next page for question key).

Role Type or Department	RR%		q71	q72	q73*	q74*	q75	q76	q77	q78**	q79
	N										
Manager	93	-	90	59	37	82	95	95	21	52	88
Academic	384	-	41	52	37	31	62	82	16	32	41
Research	48	-	69	63	48	67	79	85	15	54	69
School-based	220	-	72	53	37	70	67	83	9	48	66
Service-based	337	-	79	40	37	77	76	90	12	46	74
Facilities-based	53	-	60	83	64	83	34	57	38	70	76
Business School	140	63	38	59	41	31	49	76	15	35	38
School of Applied Sciences	69	39	61	45	30	55	71	80	13	39	55
School of Art, Arch. & Design	84	47	52	67	33	44	60	82	13	39	56
School of Computing & Engin.	124	50	67	54	36	63	78	83	15	54	68
School of Edu. and Prof. Dev.	60	53	76	43	42	72	80	88	8	36	58
School of Human & Health Sci.	142	47	60	55	37	52	68	88	15	41	57
School of Music, Hum. & Media	75	50	45	36	40	43	69	84	15	33	51
Computing & Library Services	110	67	79	45	40	79	73	86	12	43	73
Estates & Facilities	54	20	81	72	56	85	50	72	19	59	78
Finance	41	69	83	32	44	83	83	95	5	46	83
Human Resources	34	87	91	47	32	91	94	100	12	59	91
International Office	19	66	90	42	42	74	74	89	16	58	68
Marketing, Comm. & PR	42	67	86	43	57	86	79	88	10	45	79
Registry	12	63	67	58	42	58	75	92	8	50	67
Research & Enterprise	37	62	72	53	27	68	73	92	19	46	76
Student Support Services	43	98	68	36	35	63	84	98	19	51	65
Vice Chancellor's Office	16	46	94	38	19	88	87	100	19	50	88
ALL UoH	1102	51	65	51	39	61	70	85	14	44	62
<b>Benchmark Medians</b>	3797	33	69	49	36	66	75	84	16	-	64

Notes:   upper quartile,   second quartile,   third quartile,   lower quartile. % RR = Response rate as a percentage of eligible staff. Higher values indicate greater satisfaction except for SAW where higher values indicate lower wellbeing. UoH data is only from members of staff who gave a department (94% of total respondents). N = Sample size; RR% = Response rate; '-' = cannot be calculated due to unknown total. \*Negatively phrased question where lower values and green colour coding indicates higher wellbeing. q78\*\* = No benchmark data available.

### **Questions key**

q71: I am proud to tell others that I am part of this organisation

q72: I am more productive than other people who do a similar job to me

q73: I tend to worry more than most other people (-ve)

q74: I would recommend this organisation as a good one to work for

q75: I get a sense of achievement from doing my job

q76: I am satisfied with the physical environment where I usually work

q77: Travelling to work is a problem for me (-ve)

q78: I am able to get the sleep I need every night

q79: Overall, taking everything into consideration, I am satisfied with my job as a whole

## **Appendix 2: Sample size data and graphs for category questions**

### Notes

Valid percent within the tables are used in the graphs and refers to the percentage of respondents answering this question (i.e. excluding missing data).

No questions in this report have been analysed where categories contain fewer than 10 people. The following section provides basic information about these categories.

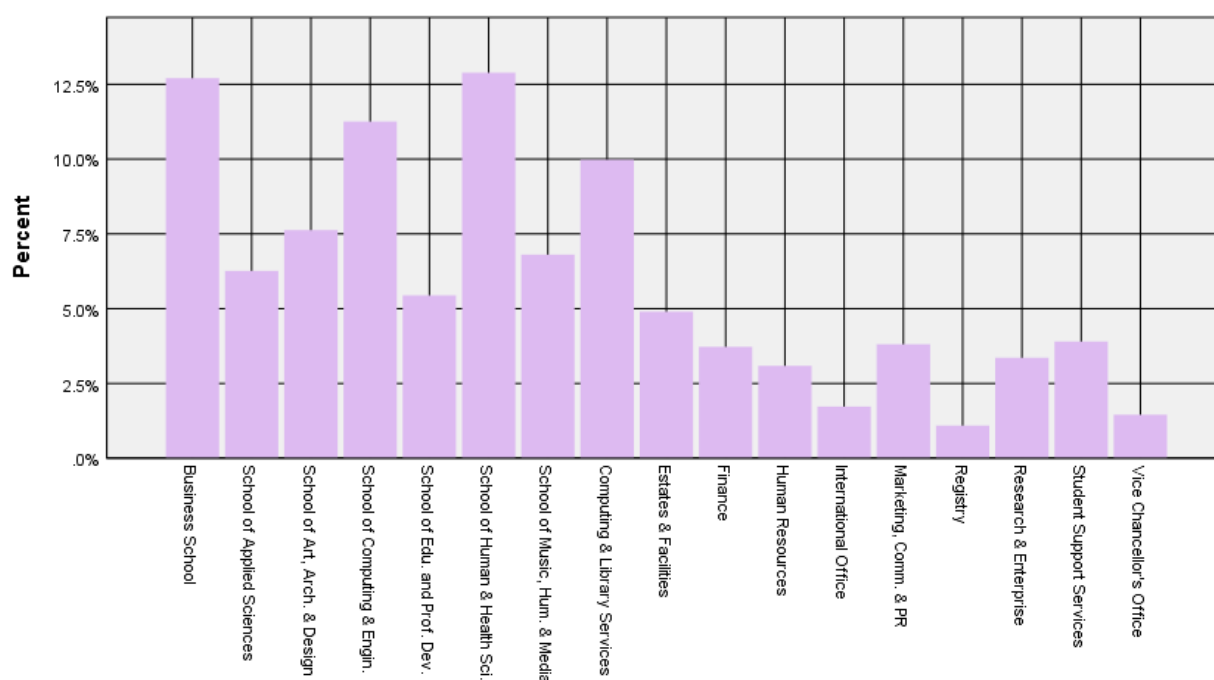
## Part of the Organisation

*In which area (or department) do you do most of your work?*

Final coding Scheme – after clarifying ‘Other codes’ and collapsing small response departments into ‘Other’ category. Note that a small number of people working within an area may provide an incorrect department (e.g. cleaning staff identifying as being based within an academic school rather than ‘Estates and Facilities’).

**In which area do you do most of your work?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business School	140	11.9	12.7	12.7
	School of Applied Sciences	69	5.9	6.3	19.0
	School of Art, Arch. & Design	84	7.1	7.6	26.6
	School of Computing & Engin.	124	10.6	11.3	37.8
	School of Edu. and Prof. Dev.	60	5.1	5.4	43.3
	School of Human & Health Sci.	142	12.1	12.9	56.2
	School of Music, Hum. & Media	75	6.4	6.8	63.0
	Computing & Library Services	110	9.4	10.0	73.0
	Estates & Facilities	54	4.6	4.9	77.9
	Finance	41	3.5	3.7	81.6
	Human Resources	34	2.9	3.1	84.7
	International Office	19	1.6	1.7	86.4
	Marketing, Comm. & PR	42	3.6	3.8	90.2
	Registry	12	1.0	1.1	91.3
	Research & Enterprise	37	3.1	3.4	94.6
	Student Support Services	43	3.7	3.9	98.5
	Vice Chancellor's Office	16	1.4	1.5	100.0
Total		1102	93.8	100.0	
Missing	System	73	6.2		
Total		1175	100.0		



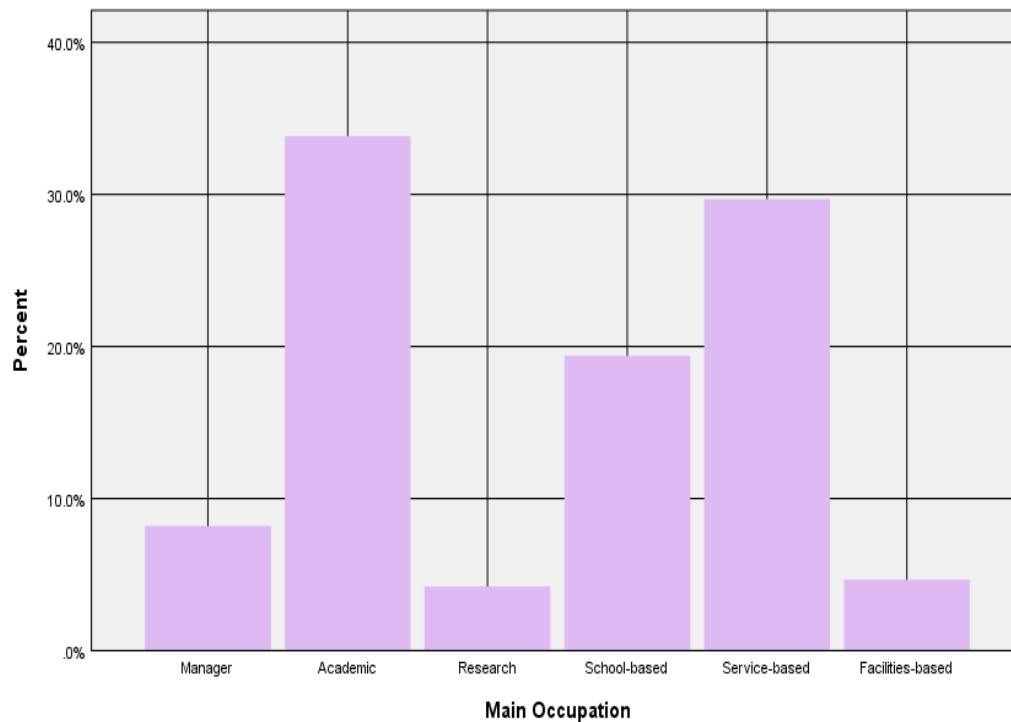
**In which area do you do most of your work?**

## Main Occupation

Which description best fits what you do at work?

**Main Occupation**

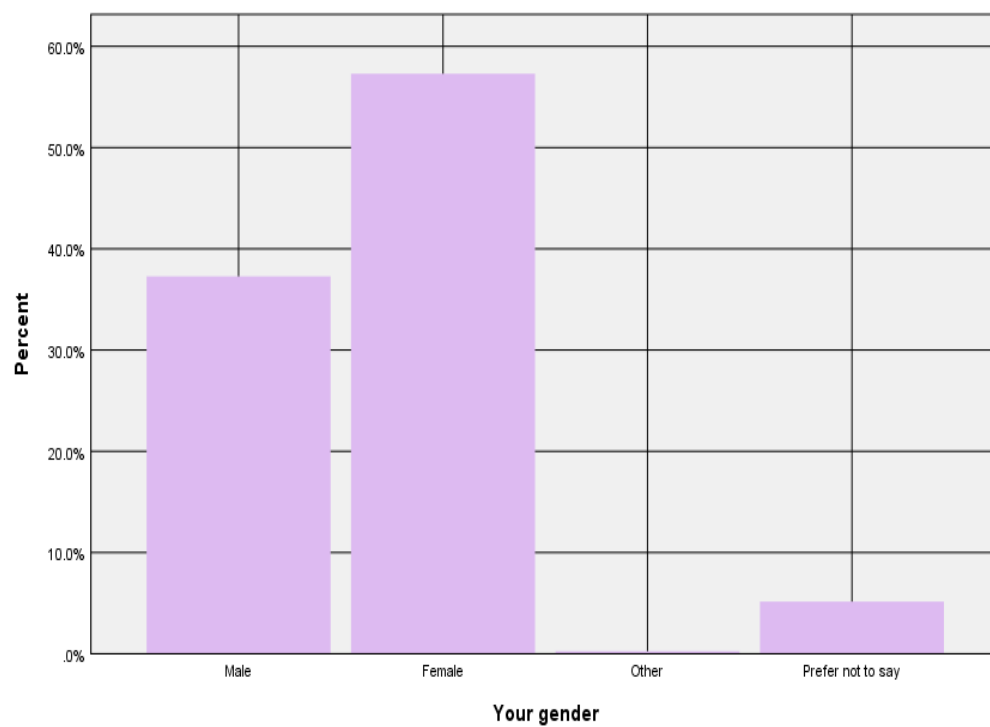
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	93	7.9	8.2	8.2
	Academic	384	32.7	33.8	42.0
	Research	48	4.1	4.2	46.3
	School-based	220	18.7	19.4	65.6
	Service-based	337	28.7	29.7	95.3
	Facilities-based	53	4.5	4.7	100.0
	Total	1135	96.6	100.0	
Missing	System	40	3.4		
Total		1175	100.0		



## Gender

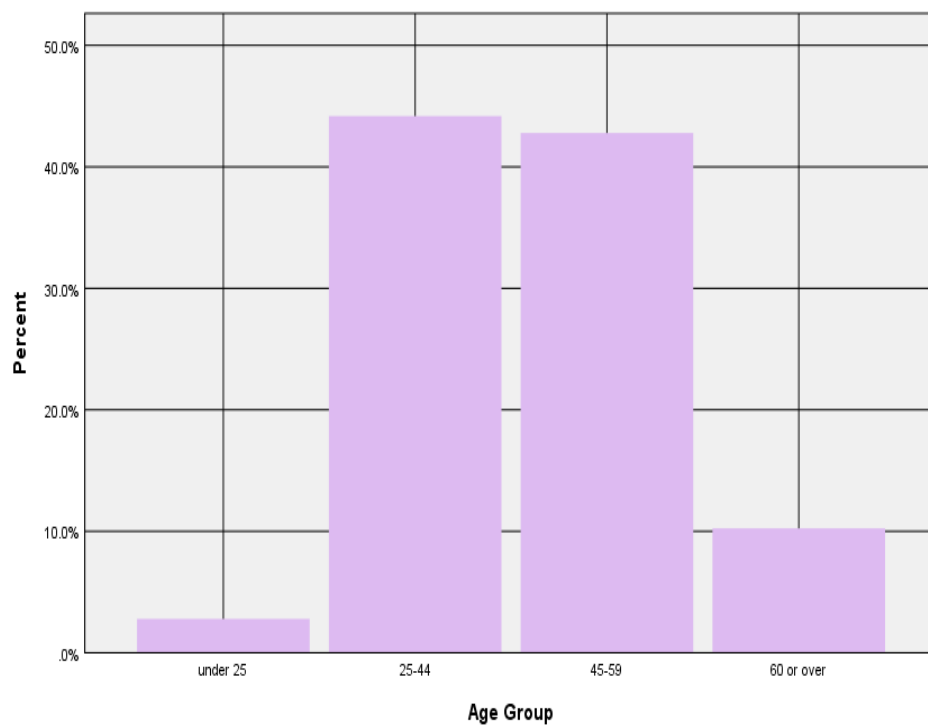
**Your gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	434	36.9	37.3	37.3
	Female	667	56.8	57.3	94.6
	Other	3	.3	.3	94.8
	Prefer not to say	60	5.1	5.2	100.0
	Total	1164	99.1	100.0	
Missing	0	11	.9		
Total		1175	100.0		



# Age group

		Age Group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	28	2.4	2.8	2.8
	25-44	444	37.8	44.2	47.0
	45-59	430	36.6	42.8	89.8
	60 or over	103	8.8	10.2	100.0
	Total	1005	85.5	100.0	
Missing	System	170	14.5		
Total		1175	100.0		





## Other Category questions

### Ethnicity

**Do you consider yourself to belong to an ethnic minority group?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	121	10.3	10.6	10.6
	No	1022	87.0	89.4	100.0
	Total	1143	97.3	100.0	
Missing	System	32	2.7		
Total		1175	100.0		

### Disability

**Do you have a disability?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	99	8.4	8.6	8.6
	No	1055	89.8	91.4	100.0
	Total	1154	98.2	100.0	
Missing	System	21	1.8		
Total		1175	100.0		

### Years Worked

**How many years have you continuously worked at the University?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1	148	12.6	12.9	12.9
	1 to 5	419	35.7	36.5	49.4
	6 to 10	165	14.0	14.4	63.8
	11 to 20	292	24.9	25.4	89.2
	More than 20	124	10.6	10.8	100.0
	Total	1148	97.7	100.0	
Missing	System	27	2.3		
Total		1175	100.0		

## Type of appointment

### What type of appointment is your current post?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent / Open ended	1069	91.0	92.2	92.2
	Temporary	91	7.7	7.8	100.0
	Total	1160	98.7	100.0	
Missing	0	15	1.3		
Total		1175	100.0		

## Hours of Work

### What are your hours of work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	895	76.2	77.8	77.8
	Part-time / Fractional	201	17.1	17.5	95.3
	Part-time hourly paid	54	4.6	4.7	100.0
	Total	1150	97.9	100.0	
Missing	0	25	2.1		
Total		1175	100.0		

## Additional Hours

### Approximately how many additional hours do you work in a typical week?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	248	21.1	21.5	21.5
	5 or less	437	37.2	38.0	59.5
	6 to 10	215	18.3	18.7	78.2
	11 to 20	167	14.2	14.5	92.7
	More than 20	84	7.1	7.3	100.0
	Total	1151	98.0	100.0	
Missing	System	24	2.0		
Total		1175	100.0		

## Days off ill

**Approximately how many days have you been off work due to ill health in the last year?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	505	43.0	44.0	44.0
	1 to 5	481	40.9	41.9	85.9
	6 to 10	76	6.5	6.6	92.5
	11 to 15	31	2.6	2.7	95.2
	More than 15	55	4.7	4.8	100.0
	Total		1148	97.7	100.0
Missing	System	27	2.3		
Total		1175	100.0		

### Appendix 3: Advanced Analysis: predicting overall quality of working life

The University of Huddersfield 2019 Quality of Working Life survey generated a very rich data set. The previous sections of this report describe and illustrate the data, but do not provide a detailed statistical analysis. As an example of the type of statistical analysis that might usefully be performed on this data, a stepwise multiple regression analysis appears below. This type of analysis uses the six WRQoL and seven HSE factors to statistically predict scores on the overall WRQoL question (Q65: I am satisfied with the overall quality of my working life).

The tables below show how 7 of these 13 factors are significant predictors of overall quality of working life. These six factors account for over 77% of the variation in the scores for the overall quality of working life question.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.776	.774	.570

a. Predictors: (Constant), General well being (GWB), Working Conditions (WCS), Home-work interface (HWI), Job and Career Satisfaction (JCS), Stress at Work (SAW), Control at Work (CAW), Control (CON), Demand (DMD)

**Coefficients(a)**

	Unstandardized Coefficients		Standardized Coefficients	t	p value (significant if < .05)
	B	Std. Error	Beta		
(Constant)	-.273	.220		-1.240	.215
General Wellbeing (GWB)	.440	.031	.343	14.327	< .001
Working Conditions (WCS)	.260	.033	.207	7.913	< .001
Home-work interface (HWI)	.187	.031	.153	5.995	< .001
Job and Career Satisfaction (JCS)	.162	.036	.126	4.549	< .001
Stress at Work (SAW)	-.088	.026	-.081	-3.330	.001
Control at Work (CAW)	.116	.027	.105	4.304	< .001
Control (CON)	-.102	.037	-.063	-2.789	.005
Demands (DMD)	-0.087	0.036	-0.062	-2.414	0.016

a Dependent Variable: q65: I am satisfied with the overall quality of my working life

It can be seen from the absolute 't' values in the above table, the General Well Being factor is the best predictor of ratings of overall quality of working life followed by Working Conditions (higher values of these factors are associated with higher overall quality of working life). Higher ratings of Home-work Interface, Job and Career Satisfaction, and Control at work were also associated with higher overall quality of working life. HSE Control, Stress at Work and HSE Demands (both are measures of stress) were negatively related to overall satisfaction with the quality of working life.

These results can be used when considering how to increase overall quality of working life ratings. That is, it may be particularly worthwhile considering undertaking interventions that target the factors identified above which have been shown to significantly predict quality of working life within the organisation.

## **Appendix 4: Open Question Analysis 2019**

Open questions are those questions where the survey participant can provide an unconstrained textual response. The responses which arise from such 'open' or 'free text' questions are analysed by reading all responses and then categorising them into themes. The percentage of responses which contain a particular theme is then calculated. The results of this analysis are presented in the tables below.

### **Confidentiality**

Respondents were explicitly informed that confidentiality of responses would be maintained and that only staff working on the analysis of the data would see all the actual responses given. Respondents were able to 'opt in' to indicate that 'Yes, you can use the actual text of my comments in an anonymised form' and only these opted in responses were used to illustrate the themes described in the themed analysis.

As stated on the questionnaire, only general themes are to be reported to the management of the organisation. For this reason respondents were also informed that any issues they felt to be of importance should be taken up with personnel department.

The open question used in the survey was:

**'How could the quality of working life be improved in your University?'**

Please note: Respondents often made multiple comments to the open question and so the total number of responses will add up to more than 100%.

# University of Huddersfield 2019

## Open Question Themed Analysis

In the 2019 survey 1175 people returned a valid survey and of these, 640 (54%) contained an answer to the open question: **'How could the quality of working life be improved in your University?'**

In the tables below, the percentage of the people who mentioned the issue out of those who returned an answer to the open question is reported. Indicative, anonymised responses (from respondents who agreed their comments could be shown) have been provided under their appropriate category or factor heading. Response categories contributed to by fewer than three respondents are not reported.

### Organisational Culture

<p><b>Great place to work:</b></p> <ul style="list-style-type: none"> <li>• <i>University of Huddersfield is made up of a fantastic team of people, I thoroughly enjoy working here!</i></li> <li>• <i>This is a very good place to work and has some very dedicated staff</i></li> <li>• <i>Generally speaking, I am satisfied with the working life at the university.</i></li> </ul>	<p><b>3.6%</b></p>
<p><b>Clash between teaching and research prioritisation/PhD issues:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff doing doctorates are not supported to complete their studies</i></li> <li>• <i>The stress of finding the time to research and complete a PhD on top of a full time job, puts strain on personal wellbeing and family relationships</i></li> <li>• <i>More realistic expectations about what can be achieved as a research output alongside a full teaching timetable</i></li> <li>• <i>Lift the destructive and divisive requirement for all academics to be research active - introduce teaching only contracts</i></li> <li>• <i>It is time the University seriously evaluated the impact that the compulsory PhD has had on staff</i></li> </ul>	<p><b>3.1%</b></p>
<p><b>Bullying &amp; harassment/ nepotism:</b></p> <ul style="list-style-type: none"> <li>• <i>Less bullying</i></li> <li>• <i>Fight favouritism more effectively</i></li> <li>• <i>I wish the University was more open to hearing about some of the awful behaviour I have observed and experienced</i></li> <li>• <i>"Friends" are recruited outside of a job advertising - old boys club</i></li> <li>• <i>Transparency in promotion-end nepotism</i></li> <li>• <i>Less aggressive. out of hours, bullying emails from Managers</i></li> </ul>	<p><b>5.9%</b></p>

## Management

<p><b>Improve management skills and training for managers/better management/poor management or leadership:</b></p> <ul style="list-style-type: none"> <li>• <i>Increased development of fundamental people management skills in the Dean &amp; School Manager population</i></li> <li>• <i>More collegiate and less top-down managerialism</i></li> <li>• <i>There is far too much micro management</i></li> <li>• <i>Academic and managerial leadership from line management needs significant improvement</i></li> <li>• <i>There is such a heavy-handed autocratic structure in this University</i></li> <li>• <i>The university should hire managers with actual experience in that area, rather than business administrators</i></li> <li>• <i>Have the University show some care for its employees</i></li> <li>• <i>Emotional intelligence is lacking within some areas of management across the university in the way that issues and problems are dealt with. this should be addressed</i></li> <li>• <i>Employing managers rather than professors</i></li> <li>• <i>Less command and control style of leadership</i></li> </ul>	<p><b>8.9%</b></p>
<p><b>Improve management of poor staff behaviour/underperforming staff:</b></p> <ul style="list-style-type: none"> <li>• <i>Disgusting the way bullying is dealt with across campus</i></li> <li>• <i>I think behaviours should be something that is looked at and reviewed in appraisals as some colleagues behaviours are appalling</i></li> <li>• <i>There should be a chance to provide 360 degree feedback of managers. My line manager is not suited to line management in many ways and yet there seem to be no feedback mechanisms other than to make a formal complaint</i></li> <li>• <i>Train the leadership team on how to lead and manage without bullying. Get rid of incompetent leaders</i></li> <li>• <i>Colleagues who are known to be difficult need to be managed better</i></li> <li>• <i>If managers did what they were paid to do and manage staff instead of passing the work on to others because they are afraid to tackle institutionalised staff members</i></li> <li>• <i>Remove incompetent, aggressive managers</i></li> </ul>	<p><b>3.8%</b></p>
<p><b>More fairness – timetabling, workload... Transparent promotion:</b></p> <ul style="list-style-type: none"> <li>• <i>Greater transparency and equality re workloads.</i></li> <li>• <i>By balanced and published workload of all</i></li> <li>• <i>Fairer workload management</i></li> <li>• <i>I feel there is more work to do on supporting women and minorities into an equitable position</i></li> </ul>	<p><b>3.4%</b></p>

<p><b>Greater recognition of teaching:</b></p> <ul style="list-style-type: none"> <li>• <i>Teaching is currently under staffed and/or under resourced in many areas, in and beyond my Department</i></li> <li>• <i>The lack of value attached to teaching is offensive</i></li> <li>• <i>Better balance and co-ordination between teaching and research related duties</i></li> <li>• <i>More realistic time allocations for teaching and teaching-related administration</i></li> </ul>	<p><b>0.9%</b></p>
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**Job and Career Satisfaction (JCS)**

<p><b>Reward Good Performance/ recognition/equality of pay:</b></p> <ul style="list-style-type: none"> <li>• <i>Respect for good teaching practice and valuing of teaching skills and their importance</i></li> <li>• <i>Staff are not promoted according to the quality of work which they deliver</i></li> <li>• <i>Increase salary</i></li> <li>• <i>regular appraisals</i></li> <li>• <i>More incentives to progress</i></li> <li>• <i>A bit more respect across the teams and recognition from Management of hard work produced</i></li> <li>• <i>Evidence of equal opportunities and rewards for women in senior roles</i></li> <li>• <i>Provide a fair and objective promotions process. to every staff member</i></li> <li>• <i>The level of pay at the University, has over the last 10 years, fallen well below inflation and is now deeply concerning</i></li> </ul>	<p><b>11.6%</b></p>
<p><b>Better Career Development opportunities needed:</b></p> <ul style="list-style-type: none"> <li>• <i>More opportunities for promotion</i></li> <li>• <i>I would like to see career progression routes for administrative staff Teaching staffs are hard to find time to fully focus on the research activities</i></li> <li>• <i>Structured career progression for technical staff</i></li> <li>• <i>Having an appraisal or one to one with line manager - more involvement in the development of my role</i></li> </ul>	<p><b>6.7%</b></p>
<p><b>Poor treatment of Admin staff:</b></p> <ul style="list-style-type: none"> <li>• <i>Recognition and promotion for Admin staff more available</i></li> </ul>	<p><b>0.9%</b></p>



## Working Conditions (WCS)

<p><b>Accommodation/facilities:</b></p> <ul style="list-style-type: none"><li>• <i>The working environment (constant noise from building works) is exhausting</i></li><li>• <i>Have windows that open!</i></li><li>• <i>Too many people are in one office where the noise is loud and constant thus affecting concentration.</i></li><li>• <i>To be able to see natural daylight from my office</i></li><li>• <i>Improved office conditions -Heating- Too hot in the summer and too cold in the winter</i></li><li>• <i>Less cramped offices. Less building noise/dust</i></li><li>• <i>Individual offices for academic staff</i></li><li>• <i>the IT systems we use are outdated and not sufficiently robust to cope with the demands of the work</i></li><li>• <i>The heating is poor and inconsistent, the toilets are disgusting and smell</i></li></ul>	<p><b>8.4%</b></p>
<p><b>Better job security:</b></p> <ul style="list-style-type: none"><li>• <i>Better job security for research staff</i></li><li>• <i>Provide more stability and security in the job. Offer permanent or at least fractional contracts instead of these zero hours</i></li></ul>	<p><b>2.2%</b></p>

## **General Well-Being (GWB)**

<p><b>Encourage facilitate professional and social contact and support between staff/improve peer relationships:</b></p> <ul style="list-style-type: none"> <li>• <i>More networking opportunities for staff across different teams</i></li> <li>• <i>More opportunity for staff to socialise with other staff</i></li> <li>• <i>Culture change for staff to be more respectful to each other</i></li> <li>• <i>Somewhere to meet colleagues and students (eg a common room / staff room) and eat lunch in comfort rather than on my desk</i></li> <li>• <i>More emphasis on staff health &amp; wellbeing</i></li> </ul>	<p><b>7.3%</b></p>
<p><b>Poor morale/need for more staff support:</b></p> <ul style="list-style-type: none"> <li>• <i>In the last three years, staff departures and high handed management has produced a toxic and unhappy place</i></li> <li>• <i>More recognition from senior staff about the well being of staff, seems to be all about the students</i></li> <li>• <i>Improved commitment from senior leaders in wellbeing of staff</i></li> <li>• <i>More direction and support</i></li> <li>• <i>Although the University is a good place to work it has lost its community feel as a whole, with staff no longer having time to speak to one another due to work loads</i></li> <li>• <i>Morale was low last year and has got worse this year</i></li> <li>• <i>There is only a tokenistic appreciation of staff welfare</i></li> <li>• <i>Better support for maternity leave</i></li> </ul>	<p><b>3.6%</b></p>

## Home Work Interface (HWI)

<p><b>Parking:</b></p> <ul style="list-style-type: none"> <li>• <i>Parking need sorting out for staff who travel to work from distance</i></li> <li>• <i>Finding somewhere to park around the Uni. is expensive and stressful</i></li> <li>• <i>I and possibly others would be encouraged to ditch the car and get some much-needed exercise on my commute if there were more / larger shower &amp; changing rooms that could be better advertised</i></li> </ul>	<p><b>2.7%</b></p>
<p><b>More opportunity for flexi-time/home working:</b></p> <ul style="list-style-type: none"> <li>• <i>The university could implement some form of being able to work from home</i></li> <li>• <i>The flexible working hours would suit me better if the range was between 7am to 7pm, as opposed to 8am to 6pm</i></li> <li>• <i>Have a home working policy</i></li> <li>• <i>Working from home is needed, with technology advancements and most systems now being in the cloud, staff and students can access their systems anywhere at any time</i></li> <li>• <i>Better support for academic staff with family commitments (i.e. childcare)</i></li> <li>• <i>the University and staff would benefit from more part time roles being available</i></li> </ul>	<p><b>5.5%</b></p>

## Stress At Work (SAW)

<p><b>Reduce staff workload/unrealistic/staff shortage:</b></p> <ul style="list-style-type: none"> <li>• <i>Realistic workload modelling and expectations</i></li> <li>• <i>More teaching staff to spread the load</i></li> <li>• <i>hiring more staff</i></li> <li>• <i>Work allocation models that are fit for purpose</i></li> <li>• <i>More teaching staff within my team - we are stretched very thin</i></li> </ul>	<p><b>10.9%</b></p>
<p><b>Too much admin/ better admin support needed:</b></p> <ul style="list-style-type: none"> <li>• <i>More admin support</i></li> <li>• <i>Academic staff is overloaded with admin tasks</i></li> <li>• <i>Administrative tasks are increasingly being dumped onto academics which is not cost-efficient and which stops us from adding value to the University in the most effective way”</i></li> </ul>	<p><b>3.9%</b></p>

## Communication and Consultation

<p><b>Improved communication/consultation wanted:</b></p> <ul style="list-style-type: none"><li>• <i>Better communication from management</i></li><li>• <i>Better communication internally within the school/faculties</i></li><li>• <i>Better and more open communication between staff and management</i></li><li>• <i>Engaging staff more in decision making and actually listening to their suggestions/ideas</i></li><li>• <i>Being informed about/involved with future plans so I can work out the requirements for my team, plan workloads and schedules accordingly and anticipate resource needs</i></li><li>• <i>Listen to the concerns of academic staff</i></li><li>• <i>Better cascade of information from top down, information is not shared and this can sometimes impact on ability to carry out role effectively</i></li></ul>	<p><b>15.8%</b></p>
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# University of Huddersfield 2013/ 2015/ 2017/ 2019 Open Question Themed Analysis Comparison table

Questionnaire responses from University of Huddersfield staff in the years 2013, 2015, 2017 & 2019 contained answers to the open question: 'How could the quality of working life be improved in your University?'

In the tables below, the percentage of the respondents completing a questionnaire who mentioned an issue in the survey for each of the years indicated is shown next to each response category.

Response categories contributed to by less than three respondents, or which were mentioned only in one year are not reported. Please note that some re-categorisation of responses has been undertaken to allow cross year comparisons.

## Organisational Culture

	%2013	%2015	%2017	%2019
<b>Great place to work</b>	10	8.8	4.2	<b>3.6</b>
<b>Clash between teaching and research prioritisation/PhD issues</b>	5.8	2.2	9.3	<b>3.1</b>
<b>Bullying &amp; harassment</b>	3	2.4	4.9	<b>5.9</b>

## Management

<b>Improve management skills and training for managers/better management/poor management or leadership</b>	14	5.2	9	<b>8.9</b>
<b>Improve management of poor staff behaviour/underperforming staff</b>	2.1	1.0	1.8	<b>3.8</b>
<b>Unfair allocation of workloads</b>	6	2.0	5.2	<b>3.4</b>

## General Well-Being (GWB)

<b>Encourage/facilitate professional and social contact and support between staff/improve peer relationships</b>	2.6	3.0	2.6	<b>7.3</b>
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### **Job and Career Satisfaction (JCS)**

	<b>%2013</b>	<b>%2015</b>	<b>%2017</b>	<b>%2019</b>
<b>Reward Good Performance/ recognition/equality of pay</b>	5.5	6.6	7.3	<b>11.6</b>
<b>Better Career Development opportunities needed</b>	8.6	5.9	6.8	<b>6.7</b>

### **Working Conditions (WCS)**

<b>Accommodation/facilities issues</b>	14.1	3.2	7.4	<b>8.4</b>
<b>Better job security</b>	3.1	1.7	2.2	<b>2.2</b>

### **Stress At Work (SAW)**

<b>Reduce staff workload/unrealistic/ staff shortage:</b>	14.4	12.7	14.4	<b>10.9</b>
<b>Too much admin/ better admin support needed</b>	7.4	3.9	4.9	<b>3.9</b>

### **Home Work Interface (HWI)**

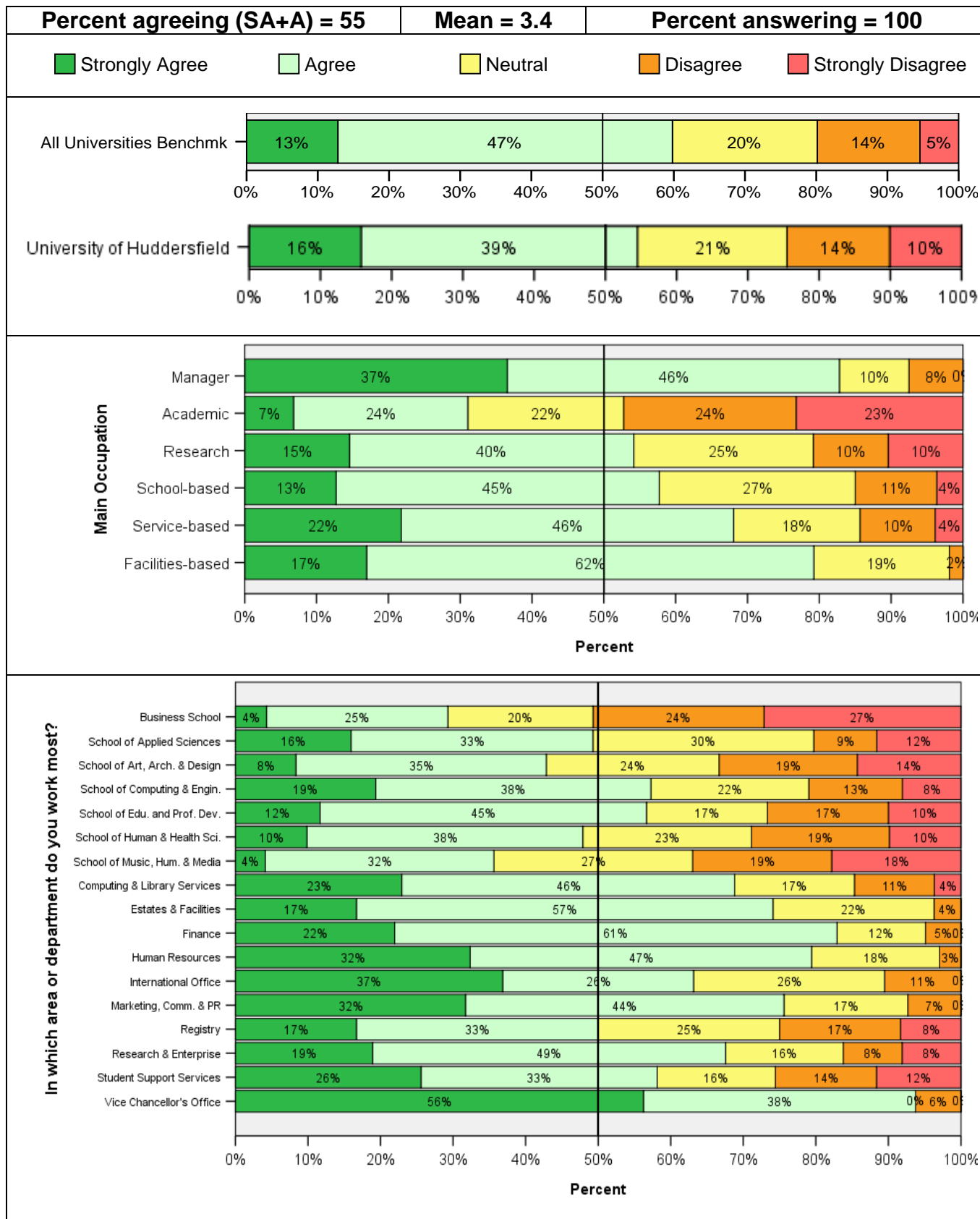
<b>Parking a major problem:</b>	3.6	1.7	3.2	<b>2.7</b>
<b>More opportunity for flexi-time/home working</b>	3.6	14.7	2.7	<b>5.5</b>

### **Communication and Consultation**

<b>Improve Communication/ consultation/engagement/feedback/ involvement</b>	11.7	11.7	18.5	<b>15.8</b>
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Appendix 5: Pre-2019 format page for q65.

Question 65: I am satisfied with the overall quality of my working life



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