



Northumbria Students' Union Staff Engagement Survey 2015 - Whole Organisation Report

Agenda Consulting



Introduction

This Report

This report presents the results from the Northumbria Students' Union Employee Engagement Survey 2015 for the whole organisation. Benchmark data is provided to help put the results into perspective.

Response rate

149 people responded to the survey out of a possible total of 157, a response rate of 95%.

Results

The report uses 3 key measures:

- **Positive** percentage (%) figures: are calculated as % Strongly Agree + % Agree for positively phrased questions and % Strongly Disagree + % Disagree for negatively phrased questions
- **Neutral** percentage (%) figures: are calculated as % Neither Agree nor Disagree
- **Negative** percentage (%) figures: are calculated as % Strongly Disagree + % Disagree for positively phrased questions and % Strongly Agree + % Agree for negatively phrased questions

Results are presented as whole numbers for ease of reading. Therefore in some instances, results may not total 100%.

Anonymity

It is Agenda Consulting's practice not to allow the reporting on groups of less than 5 people to preserve anonymity. However, their data will still contribute to the scores for the organisation overall.

Traffic Light Scoring

Scores for the 2014 survey results are given a traffic light rating, based on the following.



70% or more of respondents Positive and less than 20% of respondents Negative



Between 50 - 70% of respondents Positive and less than 20% Negative



Less than 50% of respondents Positive or 20% - 30% of respondents Negative



30% or more of respondents Negative

Key Drivers

A question is identified as a key driver of employee engagement if the level of correlation with the employee engagement index is 0.5 or more.

Benchmarking

Three benchmark comparisons are provided in this report

1. Students' Union (SU) Peer Group Benchmark median - The median score amongst your chosen SU benchmark peers
2. Students' Union (SU) Whole Sample Benchmark median - The median score amongst all participating SU's
3. Third Sector Benchmark median - The median score amongst the third sector organisations

The peer group figures are based on data collected from your chosen SU peer group:

- Birmingham City
- De Montfort
- Huddersfield
- Hull
- Liverpool John Moore's
- Loughborough
- Manchester Met
- Northumbria
- Nottingham Trent
- UCLAN

The Students' Union Whole Sample Benchmark median figures are based on data collected from the 32 SU's which participated in the survey this year:

- Aberdeen
- Aberystwyth University Students' Union
- Birmingham City
- Bristol
- Christ Church
- De Montfort
- Durham
- Edge Hill
- Huddersfield
- Hull
- KCLSU
- Kingston
- Leicester
- Lincoln
- Liverpool John Moore's
- Liverpool Guild
- Loughborough
- Manchester
- Manchester Met
- Middlesex
- Northumbria
- Nottingham Trent
- Plymouth
- Southbank
- Strathclyde
- Suffolk
- UCLAN
- UCLU
- UEA
- West London
- York
- York St John

The Third Sector Benchmark median figures are based on data collected within the last 2 years from the following 52 organisations:

Abbeyfield, Aberlour, AbilityNet, Association of Commonwealth Universities, Advance, Advertising Standards Authority, Alzheimer's Society, Battersea Dogs and Cats Home, Blenheim CDP, Blind Veterans, British Red Cross, Birmingham St. Mary's Hospice, Brooke Hospital for Animals, Brooke Pakistan, Comic Relief, Conciliation Resources, Croftlands, Dimensions, Ethiopia Red Cross, Forest YMCA, Handicap International UK, Help The Hospices, ICSC, International Aid Services, International Federation of Red Cross, International HIV/Aids Alliance, International Institute for Environment and Development, Islamic Relief, Jewish Care, MacIntyre, Macmillan, Marie Curie, MCCH, Mind, National Deaf Children's Society, National Union of Students, Nottingham Community Housing Association (NCHA), NCVO, Overseas Development Institute, People in Aid, Practical Action, Prostate Cancer UK, RAPt, Rethink Mental Illness, Richmond Fellowship, RNLI, Royal Masonic Benevolent Institution, Royal Star and Garter, Step change debt charity, United Nations Population Fund, UN Women, UNHCR, WaterAid

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Employee Engagement

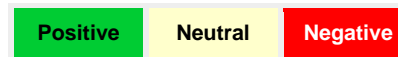
Employee engagement is when the organisation values the employee and when the employee values the organisation.

The key ideas are:

- Engagement is discretionary - it is something that the person can decide whether or not to offer the organisation.
- Research from Engage for Success shows that there are strong relationships between engagement and a number of business outcomes, including: absence, turnover, safety, customer satisfaction, productivity, profitability
- Our research with nearly 10,000 UK third sector employees suggests:
 - Engagement with the work is often very high but engagement with the organisation is more variable.
 - The strongest drivers of engagement with the organisation are leadership, communications and values.

The question below was chosen to create an employee engagement index.

Key



Difference of +5 or more
Difference of -5 or more

Employee Engagement Index

	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
74. I would wholeheartedly recommend this organisation as a good place to work	85		0	+7	+13

Highlights and Lowlights

This section shows the five highest scoring questions (Highlights) and the five lowest scoring questions (Lowlights) based on the 2015 Positive %.

Key



Highlights

		2015 Positive %	Traffic Light
55. People here are treated equally irrespective of ethnicity, gender, disability, age, sexual orientation or religion		98	
56. The organisation values diversity		97	
22. I understand the performance standards that are expected of me		97	
37. I am badly treated or bullied at work		94	
1. Colleagues trust and respect each other		94	

Lowlights

		2015 Positive %	Traffic Light
47. My pay is competitive compared with other similar organisations		40	
42. I regularly work more than my contracted hours		44	
45. I am rewarded fairly in comparison with others in the organisation doing similar work		52	
77. It would be a difficult emotional decision for me to leave this organisation		53	
44. I am rewarded fairly for the contribution I make in my particular job		56	

Most Ahead and Most Behind the SU Peer Group Benchmark Median

Key



Most ahead of the SU Peer Group Benchmark Median

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median
21. My manager emphasises the positives when reviewing my performance	85	13		85		+14
27. This organisation practises open, honest communication and shares information	79	13	8	79		+13
39. I am worried about job security with this organisation	77	16	7	77		+13
25. I am kept informed of what is happening elsewhere in the organisation	67	15	17	67		+12
12. The leadership group leads by example	80	17		80		+11

Most behind the SU Peer Group Benchmark Median

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median
77. It would be a difficult emotional decision for me to leave this organisation	53	27	20	53		-13
17. My manager seeks my input and involves me where appropriate	74	18	8	74		-8
70. The work that I do gives me a feeling of personal achievement	70	19	10	70		-7
47. My pay is competitive compared with other similar organisations	40	32	28	40		-7
4. I work with skilled, competent people who are good at their jobs	77	17		77		-6

Most Ahead and Most Behind the SU Whole Sample Benchmark Median

Key



Most ahead of the SU Whole Sample Benchmark Median

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Whole Sample Benchmark Median
25. I am kept informed of what is happening elsewhere in the organisation	67	15	17	67	Blue	+16
39. I am worried about job security with this organisation	77	16	7	77	Green	+15
48. I believe that this organisation delivers a high quality service to its external customers	87	11		87	Green	+13
12. The leadership group leads by example	80	17		80	Green	+12
27. This organisation practises open, honest communication and shares information	79	13	8	79	Green	+12

Most behind the SU Whole Sample Benchmark Median

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Whole Sample Benchmark Median
70. The work that I do gives me a feeling of personal achievement	70	19	10	70	Green	-10
47. My pay is competitive compared with other similar organisations	40	32	28	40	Orange	-9
46. I receive prompt acknowledgment and recognition for doing good work	58	25	17	58	Blue	-8
71. I feel that I make a positive impact through the work that I do	79	15		79	Green	-7
4. I work with skilled, competent people who are good at their jobs	77	17		77	Green	-7

Most Ahead and Most Behind the Third Sector Benchmark Median

Key



Most ahead of the Third Sector Benchmark Median

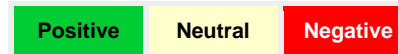
	Positive	Neutral	Negative	2015 Positive %	Traffic Light	Third Sector Benchmark Median
39. I am worried about job security with this organisation	77	16	7	77		+35
12. The leadership group leads by example	80	17	3	80		+34
41. My workload is excessive and prevents me doing a good job	80	13	7	80		+33
11. The leadership group is approachable	87	9	4	87		+23
29. It is common practice for experienced colleagues to coach and mentor new starters	83	11	6	83		+23

Most behind the Third Sector Benchmark Median

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	Third Sector Benchmark Median
70. The work that I do gives me a feeling of personal achievement	70	19	10	70		-14
77. It would be a difficult emotional decision for me to leave this organisation	53	27	20	53		-12
71. I feel that I make a positive impact through the work that I do	79	15	6	79		-11
69. I believe that my work is important and valued by other people	70	20	9	70		-10
67. Doing this job makes me feel good about myself	71	23	6	71		-9

Topic Summary

Key

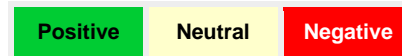


Difference of +5 or more
Difference of -5 or more

Topic summary

				2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Colleagues	83	13		83	Green	+1	+1	+3
Communication	72	17	11	72	Green	+5	+7	+9
Engagement	76	17		76	Green	-4	+2	+2
Leadership	80	15		80	Green	+5	+8	+22
Learning and Development	73	18	9	73	Green	+4	+6	+14
Management	83	12		83	Green	0	+2	+4
Performance Management	81	14		81	Green	+5	+7	+5
Reward and Recognition	52	31	17	52	Blue	-4	-6	-1
Role	80	15		80	Green	-2	-1	-1

Key



Difference of +5 or more

Difference of -5 or more

Topic summary

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median	
Service	80	18	80		+3	+8	+7	
Values	89	9	89		+4	+6	+13	
Wellbeing	78	13	9	78		+4	+6	+21

All Questions

Key

Key

Key driver of employee engagement

Positive

Neutral

Negative

Difference of +5 or more

Difference of -5 or more

Colleagues

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Colleagues	83	13	83		+1	+1	+3
1. Colleagues trust and respect each other	94		94		+8	+7	+18
3. I receive support and encouragement from colleagues at work	83	15	83		0	-1	0
2. Colleagues value my contribution	83	11	83		-1	-1	+1
5. Colleagues collaborate on work rather than operate in silos	77	16	77		+5	+8	-
4. I work with skilled, competent people who are good at their jobs	77	17	77		-6	-7	-8

Key

Key

Key driver of employee engagement

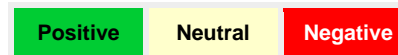


Difference of +5 or more
Difference of -5 or more

Communication

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Communication	72	17	11	72	Green	+5	+7	+9
28. I am not afraid to openly express my ideas and opinions	83	10	7	83	Green	-1	+2	+8
27. This organisation practises open, honest communication and shares information	79	13	8	79	Green	+13	+12	+22
25. I am kept informed of what is happening elsewhere in the organisation	67	15	17	67	Blue	+12	+16	+8
26. My ideas and opinions are given serious consideration	60	29	11	60	Blue	-6	-3	-2

Key



Difference of +5 or more
Difference of -5 or more

Engagement

	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Engagement	76	17	7	76	Green	-4	+2	+2
75. I would willingly put in extra effort in order to help the organisation	89	9	2	89	Green	-2	-2	+3
74. I would wholeheartedly recommend this organisation as a good place to work	85	11	4	85	Green	0	+7	+13
73. I am proud to tell people that I work for this organisation	84	13	3	84	Green	-3	+2	-3
76. I feel a strong sense of identification with this organisation	74	22	4	74	Green	+1	+7	+8
78. I love working for this organisation	71	21	8	71	Green	-5	0	-
77. It would be a difficult emotional decision for me to leave this organisation	53	27	20	53	Orange	-13	-5	-12

Key

Key

Key driver of employee engagement

Positive Neutral Negative

Difference of +5 or more

Difference of -5 or more

Difference to

Leadership

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median		
Key	Leadership	80	15	80	+	+5	+8	+22	
	11. The leadership group is approachable	87	9	87	+	+4	+8	+23	
Key	8. I trust and respect the leadership group in this organisation	86	12	86	+	+4	+10	+21	
Key	6. I am confident that the leadership group has the skills required to make the organisation successful	85	9	85	+	+4	+9	+17	
Key	12. The leadership group leads by example	80	17	80	+	+11	+12	+34	
Key	9. I believe that the leadership group are taking us in the right direction	77	19	77	+	+5	+1	-	
	7. I believe that the leadership group will act on the results of this survey	74	13	13	74	+	+2	+10	+17
	10. The leadership group creates a compelling vision	68	28	68	+	+5	+9	+18	

Key

Key

Key driver of employee engagement

Positive Neutral Negative

Difference of +5 or more

Difference of -5 or more

Difference to

Learning and development

	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Learning and Development	73	Green	+4	+6	+14
29. It is common practice for experienced colleagues to coach and mentor new starters	83	Green	+7	+11	+23
31. This organisation helps me acquire skills and knowledge that will benefit my future career	77	Green	+4	+3	+11
30. This organisation encourages me to learn and develop my potential	74	Green	-4	-1	+3
32. This organisation provides people with good prospects for promotion or advancement	58	Blue	+7	+10	+18

Key

Key

Key driver of employee engagement

Positive

Neutral

Negative

Difference of +5 or more

Difference of -5 or more

Difference to

Management

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Key	Management	83	12	83	0	+2	+4
Key	18. My manager consistently behaves with integrity	91		91	+5	+5	+8
Key	13. I trust and respect my manager	91		91	+2	+5	+9
Key	16. My manager is open to new ideas and suggestions	85	10	85	+2	+3	+3
Key	14. My manager helps foster a good spirit within the team	83	13	83	+2	+3	+10
Key	15. My manager inspires me to do my best	75	19	75	-2	-2	+2
Key	17. My manager seeks my input and involves me where appropriate	74	18	8	-8	-5	-6

Key

Key

Key driver of employee engagement

Positive

Neutral

Negative

Difference of +5 or more

Difference of -5 or more

Difference to

Performance Management

2015
Positive
%

Traffic
Light

SU Peer
Group
Benchmark
Median

SU Whole
Sample
Benchmark
Median

Third
Sector
Benchmark
Median

Performance Management

81

14

81

+5

+7

+5

Key

22. I understand the performance standards that are expected of me

97

97

+4

+6

+6

23. High standards of performance are expected of all employees

90

8

90

+2

+7

+4

Key

24. The judgements made about my performance are fair and unbiased

85

13

85

+9

+6

+12

21. My manager emphasises the positives when reviewing my performance

85

13

85

+14

+11

+9

20. My manager takes prompt action if people's performance falls below acceptable standards

64

24

11

64

-1

+1

+4

19. I receive regular, timely feedback that helps me improve my performance

63

24

13

63

+3

+8

-3

Key

Key Key driver of employee engagement



Difference of +5 or more
Difference of -5 or more

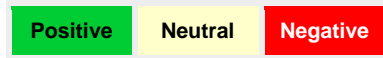
Reward and Recognition

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median	
	Reward and Recognition	52	31	17	52	-4	-6	-1
Key	46. I receive prompt acknowledgment and recognition for doing good work	58	25	17	58	-6	-8	-8
Key	44. I am rewarded fairly for the contribution I make in my particular job	56	32	12	56	+2	-3	+3
	45. I am rewarded fairly in comparison with others in the organisation doing similar work	52	37	11	52	-3	-3	+6
	47. My pay is competitive compared with other similar organisations	40	32	28	40	-7	-9	-5

Key

Key

Key driver of employee engagement



Difference of +5 or more
Difference of -5 or more

Role

Role	Positive	Neutral	Negative	2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Role	80	15		80	Green	-2	-1	-1
66. My manager trusts me to use my judgement and experience	89	10		89	Green	-2	+2	+3
72. I feel that my work contributes to the organisation's performance	89	10		89	Green	0	-2	-4
64. My job is well defined and my accountabilities are clear	85	11		85	Green	-1	+5	+7
62. I am clear about the objectives I need to achieve	85	11		85	Green	-2	-1	-3
68. My personal values are not compromised by the work that I do	85	13		85	Green	-1	-1	+3
65. I am familiar with organisation policies and procedures which affect me	85	12		85	Green	0	+1	-2
63. I understand the organisation's immediate priorities and where the organisation is going	83	13		83	Green	+7	+9	+13
60. I am provided with the support and tools necessary to do my job effectively	81	15		81	Green	+3	+3	+12

Key

Key

Key driver of employee engagement

Positive **Neutral** **Negative**

Difference of +5 or more

Difference of -5 or more

Role

2015
Positive
%

Traffic
Light

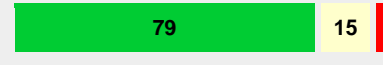
SU Peer
Group
Benchmark
Median

SU Whole
Sample
Benchmark
Median

Third
Sector
Benchmark
Median

Difference to

71. I feel that I make a positive impact through the work that I do



79



-3

-7

-11

59. I am given the training necessary for me to do my job effectively



73



-3

+2

+2

Key

67. Doing this job makes me feel good about myself



71



-5

-7

-9

61. My job allows me to make full use of my skills and experience



71



-4

-3

-1

70. The work that I do gives me a feeling of personal achievement



70

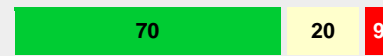


-7

-10

-14

69. I believe that my work is important and valued by other people



70



-6

-6

-10

Key

Key

Key driver of employee engagement



Difference of +5 or more
Difference of -5 or more

Service

		2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Service		80		+3	+8	+7
48. I believe that this organisation delivers a high quality service to its external customers		87		+1	+13	+4
50. People in other departments are skilled and competent to do their jobs		79		+4	+6	+8
49. I receive a good service from other departments		73		+5	+4	+10

Key

Key

Key driver of employee engagement

Positive **Neutral** **Negative**

Difference of +5 or more
Difference of -5 or more

Values

		2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Values		89		+4	+6	+13
55. People here are treated equally irrespective of ethnicity, gender, disability, age, sexual orientation or religion		98		+2	+4	+14
56. The organisation values diversity		97		+6	+6	-
Key 54. This organisation has strong values and operates to high ethical standards		93		+8	+11	+14
58. People within the organisation consistently treat each other with respect and dignity		90		+3	+7	-
52. This organisation would forgive an honest mistake on my part		89		+2	+1	+14
57. The selection process is fair		87		+2	+3	+12
Key 53. I see this organisation's values being acted out in practice		82		+5	+7	+16
51. People in this organisation have a shared sense of purpose		78		+4	+9	+8

Key

Key

Key driver of employee engagement

Positive Neutral Negative

Difference of +5 or more
Difference of -5 or more

Wellbeing

			2015 Positive %	Traffic Light	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median	
	Wellbeing	78	13	9	78	+4	+6	+21
	37. I am badly treated or bullied at work	94			94	+1	+1	+10
	35. This organisation gives a high priority to employee welfare and health & safety	87	10		87	+7	+10	+19
	38. I am not included in activities or made to feel part of the 'team'	86	10		86	+3	+5	+7
Key	33. This organisation tries hard to create a sense of belonging amongst employees	82	13		82	+5	+5	+17
	41. My workload is excessive and prevents me doing a good job	80	13	7	80	+6	+7	+33
	40. My health suffers because of the demands of my job	79	11	11	79	+4	+4	+23
Key	36. This organisation helps employees to achieve a good work life balance	78	15	7	78	+4	+9	+21
Key	34. This organisation demonstrates by its actions that it cares about its employees	77	14	9	77	0	+4	+17
	43. The personal / social aspects of my life suffer because of pressure at work	77	11	12	77	+3	+6	+23
	39. I am worried about job security with this organisation	77	16	7	77	+13	+15	+35
	42. I regularly work more than my contracted hours	44	24	32	44	-6	-3	-

