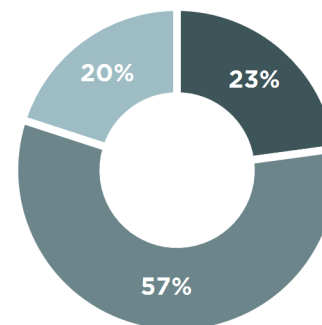
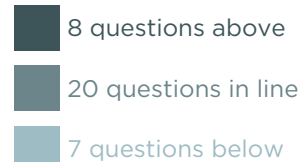
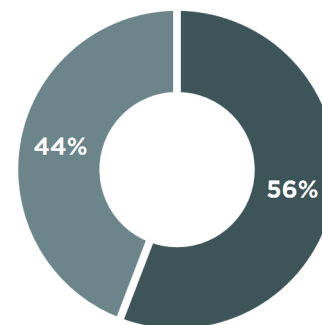
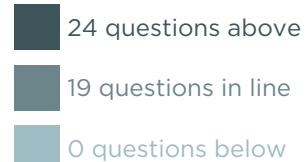


**YOUR
EMPLOYEE
ENGAGEMENT
SCORE:**

75%
**VARIANCE from ORGANISATION
OVERALL:**
+3

Employee engagement is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

**VARIANCE
FROM PREVIOUS
SURVEY**

**VARIANCE FROM
ORGANISATION
OVERALL**

WHAT NOW?
**1.
TAKE THE TIME TO
EXPLORE**

AND UNDERSTAND THE RESULTS IN THIS REPORT.

**2.
DISCUSS THE
RESULTS WITH YOUR
TEAM**

IDENTIFY THE THINGS TO CELEBRATE (STRENGTHS) OR IMPROVE (ACTION AREAS).

**3.
DEVELOP A PLAN OF
ACTION**

SEE THE SUGGESTED TEMPLATE AT THE BACK OF THIS REPORT.


**TOP 3
MOST IMPROVED QUESTIONS:**

 VARIANCE
FROM PREVIOUS
SURVEY

I am satisfied with the support and flexibility offered to help me balance my work and home life

+25

The training session(s) I have attended on the Biomedical Campus have been useful (SCM local question)

+21

I believe that change is well managed in my area of the University

+14

**TOP 3
HIGHEST SCORING QUESTIONS:**

% POSITIVE

I am proud to work for the University of Cambridge

90%

I believe that the work the University does is world class

89%

I understand how my work contributes to the success of my area of the University

88%

KEY QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR BUSINESS UNIT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%
POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM ORGANISATION OVERALL

		% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
1.	I feel the University cares about my health and wellbeing	56%	-	+7↑
2.	I feel valued in my current role	63%	-	+6↑
3.	I understand how my work contributes to the success of the University	81%	-4	0
4.	I believe that individual differences (e.g. culture and background) are valued in the University	77%	-	+6↑
5.	I am happy with the overall reward package I receive from the University	45%	-19↓	+2

EMPLOYEE ENGAGEMENT

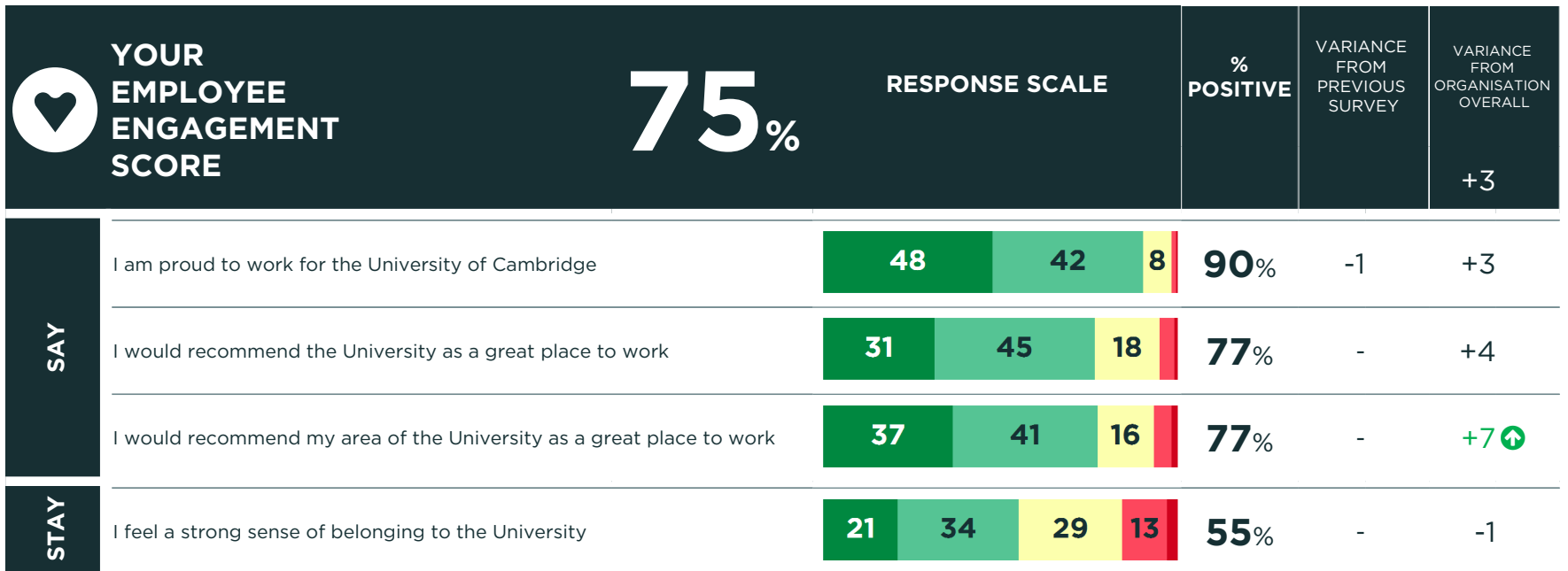


HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



KEY



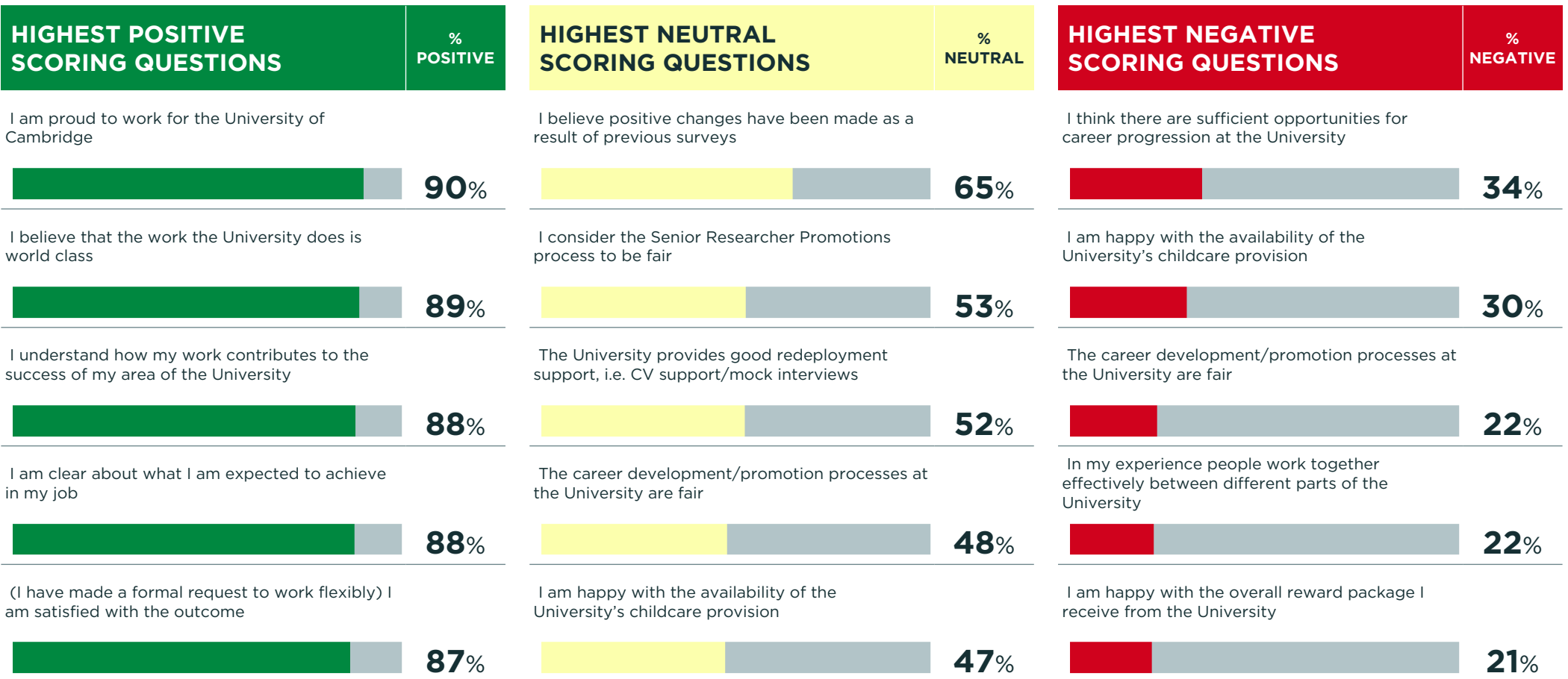
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HEADLINE SCORES



FIND YOUR HIGHEST SCORES

THESE QUESTIONS ARE YOUR HIGHEST SCORING.

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

TIPS & SUGGESTIONS

01.

Take the time to digest the scores and identify the areas where you are performing well.

These will tend to be high scores which are notably above any comparative scores. These should be celebrated. Share the good news with employees.



UNDERSTANDING YOUR REPORT AND GETTING TO ACTION!

- THE SCORES ON THE FRONT PAGE GIVE YOU SOME SUMMARY INFORMATION. FIRST TAKE THE TIME TO FULLY UNDERSTAND THIS REPORT BEFORE SHARING WITH OTHERS.

- WHAT IS YOUR RESPONSE RATE? IF HIGH, THE RESULTS WILL BE REPRESENTATIVE OF THE VIEWS OF YOUR COLLEAGUES. IF LOW (<20%) TAKE CARE WHEN INTERPRETING THE RESULTS. ENCOURAGE ALL COLLEAGUES TO HELP WITH ACTION PLANNING AND HOPEFULLY THIS WILL ENCOURAGE THEM TO COMPLETE THE SURVEY NEXT TIME.

- HOW DO YOUR SCORES COMPARE TO YOUR PARENT UNIT OR THE ORGANISATION OVERALL?

ARE THERE ANY SCORES THAT ARE UNEXPECTED?

Identify areas that need improvement.

02.

These will be the lower scores, and/or those which are scoring notably below your comparators. Discuss these areas with your colleagues in focus groups or one2ones, gather their thoughts and solutions before deciding actions to take.

03.

High neutral responses (lots of employees ticking 'neither agree nor disagree')

Ask your colleagues about their views to find out what is causing this uncertainty. More communication and involvement may help to shift them to a positive frame of mind.

04.

It may be helpful to discuss with your manager or other colleagues (your peers, HR, subject experts) to share ideas before developing plans for action.

There are lots of websites of ideas and case studies to give you further inspiration and top tips.

Some actions may be 'quick wins' and short term. However, in most instances, you will need to think longer term.

05.

What do you want employees to be saying about their working lives in the future?

What should be put in place to achieve this?

The 'All questions' pages show every question asked in the survey and the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree). Look at how your positive score compares to your parent unit, and your last survey's results.

Is there room for improvement?

06.

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

YOUR JOB		RESPONSE SCALE			% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL	
	I am clear about what I am expected to achieve in my job	40	47	7	88%	-2	+3	
	My job makes good use of my skills and abilities	35	48	10	83%	0	+4	
K	I understand how my work contributes to the success of the University	32	48	14	81%	-4	0	
	I understand how my work contributes to the success of my area of the University	41	48	9	88%	+2	+1	
	I believe that the work the University does is world class	50	40	8	89%	-4	+4	
	I am satisfied with the recognition I receive	18	39	25	13	57%	+2	+5 ↑
K	I feel valued in my current role	22	40	21	11	63%	-	+6 ↑
	I have access to sufficient support from within my area of the University	20	49	19	9	70%	-8 ↓	+6 ↑

KEY

K KEY DRIVER QUESTIONS

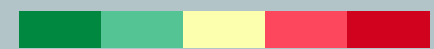


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Strongly agree Agree Neither Disagree Strongly disagree



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IS THERE ROOM FOR IMPROVEMENT?

YOUR JOB	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am able to take ownership and responsibility across the duties of my role	34	52	10		85%	-2	+3
I have a choice in deciding how I do my work	39	47	10		85%	0	+2
I am able to contribute my views before changes are made that affect my job	20	43	25	10	63%	+12 ↑	+5 ↑
I have access to sufficient support from Clinical School central functions if I need it, i.e. HR and Finance (SCM local question)	19	44	27	8	63%	+1	0
In my experience people work together effectively between different parts of the University	10	33	35	17	43%	-	+7 ↑
In my experience people work together effectively within my area of the University	19	49	21	9	68%	-	+9 ↑

K KEY DRIVER QUESTIONS

KEY

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
When I joined the University, I was able to find out relevant information about how the University operates	18	51	18	11	69%	+29 ↑	+2
My local induction gave me the information and knowledge I need to do my job effectively	23	50	18	7	73%	+11 ↑	+3
My probation was well managed	28	42	23		71%	+14 ↑	+3
I have the opportunity to discuss my development needs and performance regularly	26	46	16	9	72%	+8 ↑	+10 ↑

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I have had a Staff Review and Development meeting (SRD/appraisal) within the last two years		1973			
Yes		1595	81%	+15	+11
No		378	19%	+8	-11

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I found my last SRD meeting (appraisal) useful	28	44	19	7	72%	+7	+4
I know where to find information about training and development	26	58	11		84%	-3	+1
The training session(s) I have attended on the Biomedical Campus have been useful (SCM local question)	15	55	25		70%	+21	0

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I would like to undertake some form of/more leadership/management training (SCM, SoT, SBS local question)		2252			
Yes		1364	61%	+3	+1
No		888	39%	-3	-1

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I have received structured mentoring in relation to my career development		2426			
Yes		738	30%	-	+5
No		1688	70%	-	-5

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I think there are sufficient opportunities for career progression at the University	9	28	30	24	10	36%	-4	+1
The career development/promotion processes at the University are fair	7	23	48	15	7	30%	-5 ↓	+2

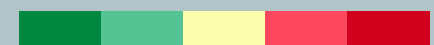
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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am aware of the Senior Researcher Promotions process		924			
Yes		241	26%	-	-1
No		683	74%	-	+1

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I consider the Senior Researcher Promotions process to be fair	7	22	53	13	29%	-	-4

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am aware of the Senior Academic Promotions process		1174			
Yes		356	30%	-	-14
No		818	70%	-	+14

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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I consider the Senior Academic Promotions process to be fair	14	28	43	9	42%	+9	+4
The University provides good redeployment support, i.e. CV support/mock interviews	10	27	52		37%	-	+3

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IS THERE ROOM FOR IMPROVEMENT?

LEADERSHIP AND LINE MANAGEMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I believe senior colleagues in my area of the University manage their area well	18	49	23	8	67%	0	+9 ↑
My immediate line manager/supervisor supports me in becoming more effective in my job	38	39	14	9	77%	-5 ↓	+6 ↑
My immediate line manager/supervisor is open to my ideas and suggestions	43	41	12	4	83%	-2	+4
I believe that change is well managed in my area of the University	15	39	33	11	54%	+14 ↑	+8 ↑

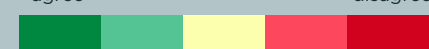
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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am able to strike the right balance between my work and home life	20	46	16	13	66%	0	+5 ↑
I am satisfied with the support and flexibility offered to help me balance my work and home life	28	44	19	7	72%	+25 ↑	+7 ↑
I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing	15	36	32	13	51%	-	+5 ↑
I am aware of what support is available to me in terms of health and overall wellbeing	18	51	19	10	69%	-2	+5 ↑
K I feel the University cares about my health and wellbeing	15	40	29	11	56%	-	+7 ↑
I am aware of the Clinical School's wellbeing programme and support available (SCM local question)	21	50	17	11	70%	-	0

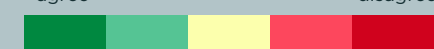
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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I have made a formal request to work flexibly		2438			
Yes		304	12%	+1	+1
No		2134	88%	-1	-1

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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE	RESPONSE SCALE			% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
(I have made a formal request to work flexibly) I am satisfied with the outcome	55	31		87%	+3	+1
My manager/supervisor offers me reasonable flexibility in my working arrangements (SCM local question)	45	41	11	86%	-	0

KEY

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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM ORGANISATION OVERALL

I am happy with the availability of the University's childcare provision



K KEY DRIVER QUESTIONS

KEY

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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am aware of the following schemes available to carers:		1283			
Returning Carers Scheme		770	60%	-	-2
My Family Care		425	33%	-	+3
The Space Network		88	7%	-	-1

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM ORGANISATION OVERALL

I feel able to balance my clinical and academic commitments successfully (SCM local question)



K KEY DRIVER QUESTIONS

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

PAY AND BENEFITS		RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
	I am clear about the benefits/reward initiatives available at the University, e.g. Cambens discounts, travel to work loans	13	49	19	15	62%	-	+3
K	I am happy with the overall reward package I receive from the University		39	34	16	45%	-19 ↓	+2

KEY

K KEY DRIVER QUESTIONS

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



The average for each reward and benefit option has been calculated by applying a score from 1 to 9 to the answers from each respondent. The reward and benefit option ranked first is given a score of 9, and the option ranked last is given a score of 1. These scores are then summed and divided by the number of respondents for each reward and benefit option to create an average score. The reward and benefit options are displayed in order of greatest value to respondents for the report overall.

PAY AND BENEFITS

RANK

Which current reward and benefit elements are of greatest value to you?

Pay		8.29
Annual leave		7.39
Pension		6.37
Employee discounts		4.45
Pay awards		4.04
Travel to work benefits		4
Optional benefits		3.93
Childcare benefits		3.78
Support with housing		3.44

ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT		RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
K	I believe that individual differences (e.g. culture and background) are valued in the University	25	52	18		77%	-	+6 ↑
	I believe that individual differences (e.g. culture and background) are valued in my area of the University	30	50	16		80%	+9 ↑	+5 ↑
	I am treated with fairness and respect	37	49	10		86%	+8 ↑	+6 ↑
	If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	20	42	25	9	62%	-	+8 ↑

KEY

K KEY DRIVER QUESTIONS

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↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am aware of the procedures for reporting bullying, harassment and sexual misconduct		2423			
Yes		1834	76%	-	0
No		589	24%	-	0
In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct		2419			
Yes		267	11%	-	-5
No		2152	89%	-	+5

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

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ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
(In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:		552			
I did not know how to report it		14	3%	-	0
I was worried that I wouldn't be believed		17	3%	-	-1
I believed that nothing would be done		99	18%	-	-2
I didn't want to get anyone into trouble		30	5%	-	0
I couldn't prove the behaviour took place		51	9%	-	0
I had concerns it would affect my career		80	14%	-	+2

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
(In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:		552			
I was worried the perpetrator would retaliate		64	12%	-	0
I was worried about being called a trouble maker		56	10%	-	0
I didn't want anyone to know/I felt embarrassed	The data for this question has been hidden for anonymity reasons.				
The victim did not want the matter to be reported		54	10%	-	+1
It wasn't serious enough to warrant a complaint		48	9%	-	+1
Other		33	6%	-	0

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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct		2419			
Yes		200	8%	-	-3
No		2219	92%	-	+3

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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
(In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:		503			
I did not know how to report it		15	3%	-	0
I was worried that I wouldn't be believed		26	5%	-	-1
I believed that nothing would be done		82	16%	-	-2
I didn't want to get anyone into trouble		35	7%	-	+2
I couldn't prove the behaviour took place		50	10%	-	+1
I had concerns it would affect my career		79	16%	-	-1

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
(In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:		503			
I was worried the perpetrator would retaliate		54	11%	-	-2
I was worried about being called a trouble maker		64	13%	-	+1
I didn't want anyone to know/I felt embarrassed		19	4%	-	+1
I did not want the matter to be reported		20	4%	-	+1
It wasn't serious enough to warrant a complaint		47	9%	-	+1
Other		12	2%	-	-1

KEY

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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I feel informed about what is happening in the University	9	53	27	10	61%	+2	+4
I feel informed about what is happening in my area of the University	18	59	16	7	77%	-	+7 ↑
The communications I receive are relevant and clear	12	58	23	7	70%	-	+9 ↑
The Clinical School Newsletter is informative (SCM local question)	13	50	31	6	63%	-1	0
I find the Clinical School web pages clear and easy to navigate (SCM local question)	3	39	44	14	45%	-5 ↓	0

KEY

K KEY DRIVER QUESTIONS

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree (Dark Green) | Agree (Light Green) | Neither (Yellow) | Disagree (Red) | Strongly disagree (Dark Red)

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
How can the University's communications with you be improved?		4997			
Find new ways to provide feedback on issues affecting your work		563	11%	-	-2
Improve distribution lists		569	11%	-	0
Make it easier to find information on University and Departmental websites		1165	23%	-	0
Provide more information via email on issues affecting your work		645	13%	-	+1
Provide more opportunities to network with peers		679	14%	-	0
Reduce the number of emails you receive on work-related matters		439	9%	-	0
Run more open meetings and roadshows on key issues		553	11%	-	0
Use social media more		328	7%	-	+1
Other		56	1%	-	-1

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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am aware of the Clinical School's Equality, Diversity and Inclusion work (SCM local question)		2180			
Yes		1717	79%	-	0
No		463	21%	-	0

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

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ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

PERCEPTIONS OF THE DEPARTMENT/ SCHOOL/ UNIVERSITY

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM ORGANISATION OVERALL
I am proud to work for the University of Cambridge	48	42	8	90%	-1	+3
I would recommend the University as a great place to work	31	45	18	77%	-	+4
I would recommend my area of the University as a great place to work	37	41	16	77%	-	+7 ↑
I would recommend the Clinical School as a great place to work (SCM local question)	24	41	29	65%	-5 ↓	0
I feel a strong sense of belonging to the University	21	34	29	55%	-	-1
I believe positive changes have been made as a result of previous surveys	7	20	65	27%	+8 ↑	+7 ↑
I believe action will be taken on the results of this survey	10	36	42	46%	-4	+9 ↑

KEY

K KEY DRIVER QUESTIONS

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am clear about what I am expected to achieve in my job	85%	88%	90%	86%	91%	88%	86%	83%	94%
My job makes good use of my skills and abilities	79%	83%	84%	84%	86%	79%	81%	79%	85%
I understand how my work contributes to the success of the University	81%	81%	80%	78%	86%	85%	78%	80%	91%
I understand how my work contributes to the success of my area of the University	87%	88%	85%	86%	93%	92%	89%	83%	82%
I believe that the work the University does is world class	85%	89%	91%	92%	87%	85%	87%	89%	94%
I am satisfied with the recognition I receive	51%	57%	53%	58%	61%	56%	52%	46%	68%
I feel valued in my current role	57%	63%	60%	64%	69%	57%	59%	54%	76%
I have access to sufficient support from within my area of the University	63%	70%	71%	68%	68%	72%	75%	67%	76%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I am clear about what I am expected to achieve in my job	85%	88%	86%	91%	94%	95%	87%	97%	80%
My job makes good use of my skills and abilities	79%	83%	79%	89%	91%	88%	83%	95%	84%
I understand how my work contributes to the success of the University	81%	81%	77%	78%	83%	89%	83%	86%	84%
I understand how my work contributes to the success of my area of the University	87%	88%	81%	85%	92%	93%	90%	97%	92%
I believe that the work the University does is world class	85%	89%	89%	78%	92%	97%	94%	97%	88%
I am satisfied with the recognition I receive	51%	57%	49%	65%	71%	68%	64%	55%	56%
I feel valued in my current role	57%	63%	55%	76%	73%	77%	69%	64%	52%
I have access to sufficient support from within my area of the University	63%	70%	56%	91%	76%	82%	77%	73%	68%

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I am clear about what I am expected to achieve in my job	85%	88%	84%	83%	87%	85%	95%	89%
My job makes good use of my skills and abilities	79%	83%	75%	77%	87%	81%	86%	82%
I understand how my work contributes to the success of the University	81%	81%	77%	81%	83%	72%	92%	81%
I understand how my work contributes to the success of my area of the University	87%	88%	86%	85%	90%	87%	97%	87%
I believe that the work the University does is world class	85%	89%	90%	83%	88%	86%	89%	85%
I am satisfied with the recognition I receive	51%	57%	53%	50%	58%	57%	71%	55%
I feel valued in my current role	57%	63%	60%	50%	71%	61%	68%	61%
I have access to sufficient support from within my area of the University	63%	70%	65%	53%	67%	68%	79%	61%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am able to take ownership and responsibility across the duties of my role	82%	85%	83%	88%	90%	83%	83%	82%	91%
I have a choice in deciding how I do my work	83%	85%	88%	81%	87%	77%	83%	81%	82%
I am able to contribute my views before changes are made that affect my job	59%	63%	61%	66%	69%	57%	63%	56%	74%
I have access to sufficient support from Clinical School central functions if I need it, i.e. HR and Finance (SCM local question)	(r)	63%	67%	62%	65%	70%	67%	68%	68%
In my experience people work together effectively between different parts of the University	36%	43%	43%	56%	51%	30%	43%	40%	62%
In my experience people work together effectively within my area of the University	59%	68%	66%	68%	66%	68%	76%	70%	82%

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I am able to take ownership and responsibility across the duties of my role	82%	85%	82%	87%	92%	93%	82%	94%	80%
I have a choice in deciding how I do my work	83%	85%	82%	91%	89%	91%	88%	89%	84%
I am able to contribute my views before changes are made that affect my job	59%	63%	56%	59%	77%	70%	64%	65%	48%
I have access to sufficient support from Clinical School central functions if I need it, i.e. HR and Finance (SCM local question)	(r)	63%	62%	52%	59%	57%	71%	56%	48%
In my experience people work together effectively between different parts of the University	36%	43%	39%	28%	47%	40%	42%	39%	60%
In my experience people work together effectively within my area of the University	59%	68%	60%	63%	77%	80%	69%	80%	64%

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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

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WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I am able to take ownership and responsibility across the duties of my role	82%	85%	86%	75%	86%	84%	92%	85%
I have a choice in deciding how I do my work	83%	85%	85%	81%	90%	87%	87%	92%
I am able to contribute my views before changes are made that affect my job	59%	63%	61%	51%	71%	60%	82%	66%
I have access to sufficient support from Clinical School central functions if I need it, i.e. HR and Finance (SCM local question)	(r)	63%	67%	46%	62%	59%	71%	44%
In my experience people work together effectively between different parts of the University	36%	43%	48%	50%	42%	32%	79%	50%
In my experience people work together effectively within my area of the University	59%	68%	67%	56%	60%	65%	82%	63%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
When I joined the University, I was able to find out relevant information about how the University operates	67%	69%	69%	61%	61%	68%	75%	49%	91%
My local induction gave me the information and knowledge I need to do my job effectively	70%	73%	78%	69%	67%	72%	78%	54%	82%
My probation was well managed	68%	71%	84%	67%	69%	72%	60%	59%	100%
I have the opportunity to discuss my development needs and performance regularly	63%	72%	74%	63%	67%	75%	75%	63%	91%

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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
When I joined the University, I was able to find out relevant information about how the University operates	67%	69%	65%	81%	74%	62%	85%	68%	(r)
My local induction gave me the information and knowledge I need to do my job effectively	70%	73%	68%	81%	91%	79%	88%	68%	(r)
My probation was well managed	68%	71%	70%	71%	83%	72%	75%	68%	(r)
I have the opportunity to discuss my development needs and performance regularly	63%	72%	66%	91%	82%	85%	77%	73%	80%

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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
When I joined the University, I was able to find out relevant information about how the University operates	67%	69%	79%	91%	71%	70%	63%	50%
My local induction gave me the information and knowledge I need to do my job effectively	70%	73%	81%	73%	66%	67%	63%	61%
My probation was well managed	68%	71%	79%	82%	66%	70%	73%	56%
I have the opportunity to discuss my development needs and performance regularly	63%	72%	67%	67%	75%	69%	78%	69%

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I found my last SRD meeting (appraisal) useful	68%	72%	65%	74%	78%	76%	72%	70%	74%
I know where to find information about training and development	82%	84%	82%	83%	83%	80%	87%	77%	94%
The training session(s) I have attended on the Biomedical Campus have been useful (SCM local question)	(r)	70%	(r)	69%	68%	62%	70%	59%	79%

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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I found my last SRD meeting (appraisal) useful	68%	72%	74%	95%	76%	77%	74%	53%	55%
I know where to find information about training and development	82%	84%	81%	80%	84%	81%	90%	85%	76%
The training session(s) I have attended on the Biomedical Campus have been useful (SCM local question)	(r)	70%	70%	76%	73%	55%	75%	63%	63%

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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I found my last SRD meeting (appraisal) useful	68%	72%	68%	48%	73%	70%	86%	78%
I know where to find information about training and development	82%	84%	85%	79%	81%	88%	97%	79%
The training session(s) I have attended on the Biomedical Campus have been useful (SCM local question)	(r)	70%	80%	83%	74%	73%	79%	(r)

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I think there are sufficient opportunities for career progression at the University	36%	36%	31%	36%	40%	37%	41%	25%	59%
The career development/promotion processes at the University are fair	28%	30%	24%	32%	32%	26%	33%	20%	47%

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RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I think there are sufficient opportunities for career progression at the University	36%	36%	32%	32%	42%	39%	35%	35%	56%
The career development/promotion processes at the University are fair	28%	30%	29%	23%	39%	36%	28%	25%	44%

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RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I think there are sufficient opportunities for career progression at the University	36%	36%	39%	30%	37%	27%	54%	62%
The career development/promotion processes at the University are fair	28%	30%	29%	26%	35%	21%	46%	47%

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I consider the Senior Researcher Promotions process to be fair	33%	29%	24%	23%	30%	(r)	36%	22%	(r)

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RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I consider the Senior Researcher Promotions process to be fair	33%	29%	30%	(r)	(r)	20%	25%	(r)	(r)

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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I consider the Senior Researcher Promotions process to be fair	33%	29%	(r)	(r)	(r)	18%	(r)	(r)

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RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I consider the Senior Academic Promotions process to be fair	39%	42%	47%	35%	35%	(r)	40%	46%	(r)
The University provides good redeployment support, i.e. CV support/mock interviews	34%	37%	44%	53%	39%	33%	35%	26%	27%

RESULTS BY INSTITUTION



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RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I consider the Senior Academic Promotions process to be fair	39%	42%	47%	(r)	(r)	44%	31%	(r)	(r)
The University provides good redeployment support, i.e. CV support/mock interviews	34%	37%	39%	40%	45%	30%	26%	27%	50%

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RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I consider the Senior Academic Promotions process to be fair	39%	42%	54%	40%	45%	40%	(r)	60%
The University provides good redeployment support, i.e. CV support/mock interviews	34%	37%	24%	33%	44%	26%	69%	47%

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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I believe senior colleagues in my area of the University manage their area well	59%	67%	64%	65%	71%	65%	69%	65%	71%
My immediate line manager/supervisor supports me in becoming more effective in my job	71%	77%	78%	77%	77%	77%	76%	70%	91%
My immediate line manager/supervisor is open to my ideas and suggestions	79%	83%	81%	86%	84%	82%	81%	78%	97%
I believe that change is well managed in my area of the University	46%	54%	49%	59%	57%	52%	58%	46%	71%

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RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I believe senior colleagues in my area of the University manage their area well	59%	67%	61%	77%	80%	85%	70%	70%	56%
My immediate line manager/supervisor supports me in becoming more effective in my job	71%	77%	70%	91%	87%	89%	82%	75%	76%
My immediate line manager/supervisor is open to my ideas and suggestions	79%	83%	76%	100%	86%	91%	92%	89%	84%
I believe that change is well managed in my area of the University	46%	54%	44%	55%	65%	66%	66%	53%	52%

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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I believe senior colleagues in my area of the University manage their area well	59%	67%	64%	53%	67%	64%	80%	56%
My immediate line manager/supervisor supports me in becoming more effective in my job	71%	77%	74%	64%	78%	74%	83%	75%
My immediate line manager/supervisor is open to my ideas and suggestions	79%	83%	79%	83%	87%	81%	80%	87%
I believe that change is well managed in my area of the University	46%	54%	48%	26%	54%	46%	66%	57%

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WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am able to strike the right balance between my work and home life	61%	66%	73%	63%	56%	68%	67%	66%	82%
I am satisfied with the support and flexibility offered to help me balance my work and home life	65%	72%	74%	72%	69%	65%	69%	67%	88%
I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing	45%	51%	48%	38%	46%	55%	53%	40%	71%
I am aware of what support is available to me in terms of health and overall wellbeing	64%	69%	61%	61%	60%	72%	78%	65%	79%
I feel the University cares about my health and wellbeing	49%	56%	48%	56%	53%	52%	64%	49%	71%
I am aware of the Clinical School's wellbeing programme and support available (SCM local question)	(r)	70%	73%	69%	56%	73%	78%	60%	82%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I am able to strike the right balance between my work and home life	61%	66%	56%	64%	65%	76%	70%	65%	80%
I am satisfied with the support and flexibility offered to help me balance my work and home life	65%	72%	67%	82%	69%	81%	84%	71%	76%
I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing	45%	51%	44%	66%	60%	55%	63%	42%	64%
I am aware of what support is available to me in terms of health and overall wellbeing	64%	69%	59%	77%	73%	75%	77%	71%	84%
I feel the University cares about my health and wellbeing	49%	56%	42%	66%	57%	64%	69%	58%	60%
I am aware of the Clinical School's wellbeing programme and support available (SCM local question)	(r)	70%	61%	89%	78%	69%	80%	63%	76%

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I am able to strike the right balance between my work and home life	61%	66%	70%	70%	71%	71%	74%	60%
I am satisfied with the support and flexibility offered to help me balance my work and home life	65%	72%	66%	70%	74%	75%	79%	63%
I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing	45%	51%	47%	43%	52%	54%	79%	45%
I am aware of what support is available to me in terms of health and overall wellbeing	64%	69%	67%	74%	69%	72%	94%	53%
I feel the University cares about my health and wellbeing	49%	56%	57%	53%	55%	58%	76%	42%
I am aware of the Clinical School's wellbeing programme and support available (SCM local question)	(r)	70%	64%	74%	75%	73%	91%	55%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
(I have made a formal request to work flexibly) I am satisfied with the outcome	85%	87%	76%	84%	81%	56%	88%	(r)	(r)
My manager/supervisor offers me reasonable flexibility in my working arrangements (SCM local question)	(r)	86%	85%	83%	88%	73%	85%	81%	94%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
(I have made a formal request to work flexibly) I am satisfied with the outcome	85%	87%	89%	(r)	(r)	89%	91%	(r)	(r)
My manager/supervisor offers me reasonable flexibility in my working arrangements (SCM local question)	(r)	86%	83%	98%	83%	94%	90%	86%	88%

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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
(I have made a formal request to work flexibly) I am satisfied with the outcome	85%	87%	95%	(r)	89%	88%	(r)	(r)
My manager/supervisor offers me reasonable flexibility in my working arrangements (SCM local question)	(r)	86%	81%	91%	90%	89%	97%	85%

RESULTS BY INSTITUTION



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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am happy with the availability of the University's childcare provision	24%	23%	24%	21%	26%	20%	15%	16%	32%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I am happy with the availability of the University's childcare provision	24%	23%	25%	35%	26%	36%	24%	16%	25%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I am happy with the availability of the University's childcare provision	24%	23%	19%	24%	24%	20%	38%	22%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
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RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I feel able to balance my clinical and academic commitments successfully (SCM local question)	(r)	46%	46%	44%	46%	53%	51%	33%	58%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I feel able to balance my clinical and academic commitments successfully (SCM local question)	(r)	46%	43%	50%	27%	41%	39%	11%	71%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I feel able to balance my clinical and academic commitments successfully (SCM local question)	(r)	46%	41%	45%	50%	62%	78%	44%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am clear about the benefits/reward initiatives available at the University, e.g. Cambens discounts, travel to work loans	59%	62%	69%	56%	57%	65%	67%	58%	69%
I am happy with the overall reward package I receive from the University	43%	45%	40%	38%	48%	45%	49%	44%	59%

RESULTS BY INSTITUTION



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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I am clear about the benefits/reward initiatives available at the University, e.g. Cambens discounts, travel to work loans	59%	62%	51%	79%	60%	52%	78%	56%	77%
I am happy with the overall reward package I receive from the University	43%	45%	36%	43%	41%	55%	53%	40%	48%

RESULTS BY INSTITUTION



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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I am clear about the benefits/reward initiatives available at the University, e.g. Cambens discounts, travel to work loans	59%	62%	67%	80%	61%	60%	63%	38%
I am happy with the overall reward package I receive from the University	43%	45%	49%	51%	45%	47%	64%	33%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I believe that individual differences (e.g. culture and background) are valued in the University	72%	77%	76%	80%	77%	76%	81%	76%	91%
I believe that individual differences (e.g. culture and background) are valued in my area of the University	74%	80%	75%	80%	76%	76%	84%	76%	94%
I am treated with fairness and respect	80%	86%	85%	86%	87%	83%	89%	82%	88%
If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	55%	62%	55%	63%	67%	65%	66%	60%	74%

RESULTS BY INSTITUTION



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TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

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	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I believe that individual differences (e.g. culture and background) are valued in the University	72%	77%	72%	73%	80%	73%	84%	84%	84%
I believe that individual differences (e.g. culture and background) are valued in my area of the University	74%	80%	75%	75%	82%	86%	86%	81%	80%
I am treated with fairness and respect	80%	86%	79%	95%	87%	93%	89%	90%	88%
If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	55%	62%	52%	59%	66%	64%	70%	61%	64%

RESULTS BY INSTITUTION



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- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I believe that individual differences (e.g. culture and background) are valued in the University	72%	77%	83%	81%	71%	72%	88%	75%
I believe that individual differences (e.g. culture and background) are valued in my area of the University	74%	80%	85%	79%	76%	78%	91%	78%
I am treated with fairness and respect	80%	86%	84%	77%	80%	86%	88%	83%
If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	55%	62%	67%	54%	63%	57%	74%	63%

RESULTS BY INSTITUTION



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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I feel informed about what is happening in the University	57%	61%	62%	64%	63%	54%	59%	57%	82%
I feel informed about what is happening in my area of the University	70%	77%	77%	79%	81%	67%	82%	74%	85%
The communications I receive are relevant and clear	62%	70%	66%	69%	74%	64%	72%	66%	76%
The Clinical School Newsletter is informative (SCM local question)	(r)	63%	(r)	66%	71%	58%	55%	69%	65%
I find the Clinical School web pages clear and easy to navigate (SCM local question)	(r)	45%	(r)	47%	53%	56%	32%	44%	56%

RESULTS BY INSTITUTION



HOW DO YOU COMPARE?

TO GET AN IDEA OF HOW YOU'RE DOING COMPARED TO OTHERS IN YOUR BUSINESS AREA AND BUSINESS OVERALL THIS CHART BENCHMARKS YOUR EMPLOYEE ENGAGEMENT SCORE AND QUESTION SCORES WITH THOSE OF YOUR TEAM.

HOW ENGAGED ARE YOUR PEOPLE COMPARED TO OTHERS?

WHERE COMPARATIVELY YOU ARE NOT DOING SO WELL, SPEAK TO HIGHER SCORING TEAMS WITH SIMILAR CHALLENGES TO SEE IF THERE ARE SOME BEST PRACTICES THAT HAVE WORKED FOR THEM.

	ORGANISATION OVERALL	School of Clinical Medicine	Medicine	MRC Biostatistics Unit	MRC Cancer Unit	MRC Cognition and Brain Scienc...	MRC Epidemiology Unit	MRC Mitochondrial Biology Unit	Obstetrics and Gynaecology
RESPONDENTS	8679	2538	283	46	90	106	156	66	25
EMPLOYEE ENGAGEMENT INDEX	72%	75%	68%	69%	76%	83%	79%	76%	72%
I feel informed about what is happening in the University	57%	61%	54%	73%	54%	61%	65%	56%	76%
I feel informed about what is happening in my area of the University	70%	77%	66%	89%	82%	85%	82%	79%	80%
The communications I receive are relevant and clear	62%	70%	63%	75%	74%	75%	80%	73%	84%
The Clinical School Newsletter is informative (SCM local question)	(r)	63%	60%	70%	66%	43%	67%	81%	75%
I find the Clinical School web pages clear and easy to navigate (SCM local question)	(r)	45%	48%	48%	41%	30%	42%	44%	56%

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN UNIT SCORE
- AT LEAST 5 PERCENTAGE POINTS LESS THAN UNIT SCORE

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	ORGANISATION OVERALL	School of Clinical Medicine	Oncology	Paediatrics	Psychiatry	Public Health and Primary Care...	Radiology	Surgery
RESPONDENTS	8679	2538	110	48	103	229	38	62
EMPLOYEE ENGAGEMENT INDEX	72%	75%	75%	65%	76%	75%	80%	75%
I feel informed about what is happening in the University	57%	61%	63%	73%	64%	62%	85%	64%
I feel informed about what is happening in my area of the University	70%	77%	76%	59%	76%	83%	76%	73%
The communications I receive are relevant and clear	62%	70%	66%	57%	73%	70%	82%	67%
The Clinical School Newsletter is informative (SCM local question)	(r)	63%	63%	74%	54%	67%	73%	(r)
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	ORGANISATION OVERALL	School of Clinical Medicine	CIMR	Clinical Biochemistry/IMS	Clinical Neurosciences	Clinical School Office/Buildin. ..	CRUK-CI	Haematology	Medical Genetics
RESPONDENTS	8679	2538	186	146	236	142	315	117	34
EMPLOYEE ENGAGEMENT INDEX	72%	75%	74%	77%	78%	71%	77%	70%	85%
I am proud to work for the University of Cambridge	87%	90%	91%	94%	92%	85%	86%	92%	94%
I would recommend the University as a great place to work	72%	77%	76%	79%	81%	70%	79%	71%	88%
I would recommend my area of the University as a great place to work	70%	77%	76%	76%	77%	74%	86%	71%	82%
I would recommend the Clinical School as a great place to work (SCM local question)	(r)	65%	66%	69%	70%	73%	66%	63%	71%
I feel a strong sense of belonging to the University	57%	55%	52%	61%	62%	53%	58%	47%	74%
I believe positive changes have been made as a result of previous surveys	20%	27%	19%	33%	30%	27%	27%	22%	33%
I believe action will be taken on the results of this survey	37%	46%	37%	51%	48%	46%	48%	38%	47%

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I am proud to work for the University of Cambridge	87%	90%	87%	86%	89%	94%	95%	90%	92%
I would recommend the University as a great place to work	72%	77%	70%	68%	82%	81%	85%	76%	64%
I would recommend my area of the University as a great place to work	70%	77%	67%	80%	84%	94%	81%	86%	68%
I would recommend the Clinical School as a great place to work (SCM local question)	(r)	65%	57%	48%	63%	63%	70%	67%	60%
I feel a strong sense of belonging to the University	57%	55%	48%	41%	48%	63%	55%	52%	64%
I believe positive changes have been made as a result of previous surveys	20%	27%	25%	20%	31%	28%	30%	20%	56%
I believe action will be taken on the results of this survey	37%	46%	44%	41%	47%	53%	49%	44%	60%

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I believe positive changes have been made as a result of previous surveys	20%	27%	28%	19%	29%	29%	29%	29%
I believe action will be taken on the results of this survey	37%	46%	49%	38%	50%	45%	48%	40%

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WHAT'S NEXT?

EMPLOYEES HAVE GIVEN THEIR FEEDBACK AND THESE RESULTS SHOW YOU WHERE YOU NEED TO MAKE IMPROVEMENTS OR WHERE YOU ARE PERFORMING WELL.

IT IS IMPORTANT TO DISCUSS THINGS FULLY IN ORDER TO UNDERSTAND UNDERLYING REASONS FOR THEIR OPINIONS BEFORE TAKING ACTION.

HOW WILL YOU MEASURE WHETHER YOUR ACTIONS HAVE BEEN SUCCESSFUL?

DON'T JUST WAIT FOR THE NEXT SURVEY. KEEP ASKING YOUR COLLEAGUES FOR THEIR FEEDBACK AND IDEAS THROUGHOUT THE YEAR.

46%

of employees replied favourably to:

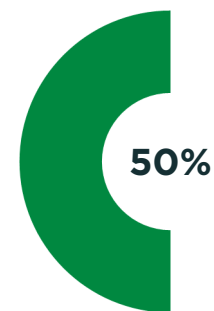
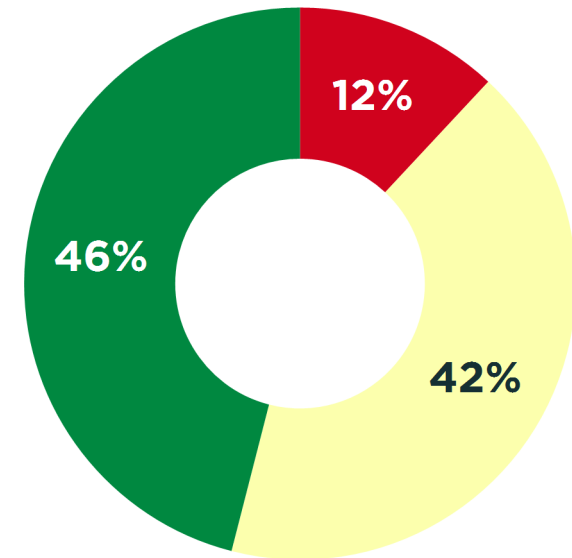
'I believe action will be taken on the results of this survey'

VARIANCE FROM PREVIOUS SURVEY

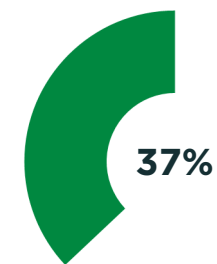
-4

VARIANCE FROM ORGANISATION OVERALL

+9



PREVIOUS SURVEY



ORGANISATION OVERALL

% positive

% neutral

% negative

TIME TO TAKE ACTION



CELEBRATE

The things we do well:

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

- IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

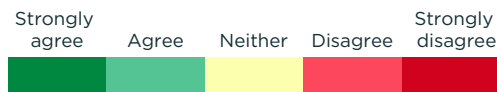
- PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.					
02.					
03.					

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.