

Board of Management

Date of Meeting	Wednesday 01 September 2021
Paper No.	BoM1-A
Agenda Item	4
Subject of Paper	Wellbeing Survey – Analysis Results
FOISA Status	Disclosable
Primary Contact	Paul Little/John Gribben
Date of production	August 2021
Action	For Noting

1. Recommendations

1.1 The Board of Management is requested to note the content of this report.

2. Purpose

2.1 This paper provides summary information on the recent Staff Wellbeing Survey and associated developments to give context in advance of a short survey results session which will be facilitated by Helen Brewis, Business Psychologist from Robertson Cooper (RC).

3. Key Insights

3.1 Building on a successive pulse surveys and staff consultation processes undertaken during consecutive Covid-19 lockdown periods, the College Executive and Senior

Management Team (ELT/SMT) approved the proposal to conduct a comprehensive employee wellbeing survey, in October 2020.

3.2 The ambition behind the survey was to demonstrate a commitment to learning how we might advance a positive wellbeing culture and ensure future strategies, plans and measures of success and impact are developed from a robust evidence baseline.

3.3 The College partnered with workplace wellbeing specialists [Robertson Cooper](#) and implemented the Good Day at Work survey, in April 2021.

3.4 The RC evidence based Good Day at Work Survey has been used by more than 70,000 adult working population and allows benchmarking across more than 50 different industry sectors. It includes six key measures, these are:

- Resilience
- Health (physical/psychological)
- Engagement/Commitment
- Performance
- Workplace Environment
- Psychological Wellbeing

3.4 **70 percent** of college staff completed the survey which is the **highest ever** response to an all-staff college survey and amongst the highest return for a RC partner. It should be noted also that the survey was with the backdrop of global pandemic and industrial action and the College is working with RC to identify comparative pre-Covid data and benchmarks.

3.5 The Good Day at Work survey provides reportage at three levels, individual, team and organisation. Each respondent is provided with an individualised automatic snapshot report with interventive support aligned to existing college provision. Aggregated team reports are configured in practice areas with more than 8 respondents and an overall college report is provide with cumulative findings.

3.5 The overall college survey report shows a relative balance between positive and less favourable factors, these are summarised below:

General Positives:

- Engagement Score - above benchmark
- Good day at Work Score - above benchmark
- People are interested in their work
- People enjoy their work
- People are committed to working at college

Generally, less favourable:

- Physical health (RISK)
- Psychological health (AREA OF CONCERN)

- Technology
- Social connectedness (lack of)

3.6 A staged approach to cascading findings has been employed to ensure the findings are presented in context to teams prior to publishing the full college report.

3.7 The whole college report has been shared with SMT. 51 aggregated team reports have been generated and responsible Associate Deans/Directors and Heads of Service have been given guidance on how to share reports with teams and identify some early initial actions.

3.8 The Wellbeing Survey Project Team (HR/OD) are working on a revised wellbeing strategy, and development of interventions at the individual, team and systemic level.

4. Impact and Implications

4.1 The range of mental health and wellbeing support available to college staff and students is considered to surpass that of most organisations. Despite this, the need to do more is evident. Focusing on systemic improvements and more preventative individual mental health and wellbeing support is considered essential in influencing positive systemic change.

4.2 Dedicating additional resource to staff mental health and wellbeing will be vital in realising our wellbeing culture ambitions.

4.3 Co-related themes such as absence, grievance and team conflict and dispute place considerable strain on the college system in both relational and financial terms. It is the belief that further investment in our wellbeing agenda will ease current strains and reduce costs significantly.

Appendices

Appendix 1. Summary presentation and full college Good Day at Work Survey Results report.



City of Glasgow College

Wellbeing Survey - Analysis Results Presentation

Shaun Smyth, Health & Wellbeing Analyst
Julie Wacker, Business Psychologist

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Purpose of today's session

1

What are the results telling us about wellbeing at City of Glasgow College now?

- Response rates
- Overall results: trends, insights & results dashboard

2

Into the detail

- A deeper dive into the overall results by looking specifically at the questions

3

What are the differences between the groups?

- Summary of trends across the demographic groups
- Hotspot areas
- Demographic comparisons

4

Additional questions

- Explore the results that were specifically designed for the College

5

Where do we go from here?

- Group reflections and discussions

Who are Robertson Cooper?

At Robertson Cooper, our vision is to create more Good Days At Work. Because we believe that by addressing workplace wellbeing holistically, strategically and with scientific rigour, organisations can unlock the full potential of their workforces.

- Academic roots, practical focus
- The niche consultancy advantage
- Wellbeing is our business
- Working across the wellbeing spectrum
- Combining consulting with powerful tools

Wellbeing
Training

Wellbeing
Measurement

Wellbeing
Strategy



Project summary

- Available throughout April – May, 2021
- Respondents received a Wellbeing Snapshot report immediately on completion
- Aggregate results to give a view on current wellbeing position



Section 1
Overview of the results

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Response rates

Total Response Rate

64%

Faculty / Directorate	Headcount	Respondents	% Response Rate
Corporate Development	91	50	55%
Corporate Services	178	71	40%
Faculty of Creative Industries	235	147	63%
Faculty of Education & Humanities	256	183	71%
Faculty of Hospitality & Leisure	211	123	58%
Executive Office	10	12	120%
Learning & Teaching Academy & Libraries	36	34	94%
Nautical Science, STEM & Commercial Nautical & Engineering	174	105	60%
People Services	25	27	108%
Performance	19	10	53%
Student Experience	79	72	91%
Blank	-	11	-
Total	1339	852	64%

Insights

Number of hotspots 

54

Values show the difference between the group score out of 100 and the benchmark score.

Minus indicates the group score is lower than the benchmark, positive scores indicate the group score is higher than the benchmark, and a score of 0 indicates that the group score is the same as the benchmark.

Top 5 Groups		Top 5 Items	
1. Where do you work? - Executive Office	+15	1. Pay & benefits	+10
2. Business & International	+11	2. Willing to keep job	+7
3. Business & Academy Development / FWDF	+10	3. Interesting work	+7
4. Finance	+9	4. Job enjoyment	+6
5. Current Contract Type - Full time (Fixed term)	+9	5. Travel time	+5
Bottom 5 Groups		Bottom 5 Items	
1. Social Sciences & TUEC	-14	1. Lack of aches and pains	-15
2. Commercial Engineering	-12	2. Sleep	-10
3. Gender - Prefer not to say	-11	3. Technology	-10
4. Electrical, Auto & Digital Technology	-10	4. Coping	-10
5. Ethnicity - White - Irish	-10	5. Contact with others	-10

Some key takeaways

- Concern around health – with a large proportion of staff revealing symptoms of poor physical and psychological health
- Generally, a resilient workforce – most Faculties / Departments scoring higher than the benchmark
- Poor results across Positive Emotions
- Workplace Environment pressures driving poorer results – predominantly within the faculties – but differences within
- Two thirds of staff suggesting they would like a mix of campus working / home working (Hybrid Working) – with the majority specifying they would prefer – ‘50% home working (Full Time Equivalent – 2-3 days)’

Results dashboard – CCG overview

857 respondents

Health and Wellbeing Drivers	
Resilience	+3

Workplace Environment	
Resources & Communication	-4
Control	-2
Balanced Workload	-3
Job Security & Change	-1
Work Relationships	-1
Job Conditions	+2

Personal Outcomes	
Health	
Physical Health	-8
Psychological Health	-7
Psychological Wellbeing	
Positive Emotions	-5
<u>Sense of Purpose</u>	+2
Engagement	
Motivation	+3
Perceived organisational commitment	-1
Employee commitment	+2
Good Day at Work	+2

Values show the difference between the group score out of 100 and the benchmark score.

Minus indicates the group score is lower than the benchmark, positive scores indicate the group score is higher than the benchmark, and a score of 0 indicates that the group score is the same as the benchmark.

Business Outcomes	
Performance	-1

KEY: ■ **Positive.** 6+ better than the Benchmark ■ **Typical.** Similar to the benchmark score (-5 to +5) ■ **Caution.** -6 or -7 compared to the Benchmark ■ **Risk.** -8 or lower than the benchmark

Section 2
Into the detail...

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In more depth – Resilience

Resilience	Score	vs. B'mark
	79	+3

Item	Score	vs. Benchmark
Confidence with difficulties	80	0
Support if things go wrong	73	-1
Worth tackling job problems	76	+4
Adapt to challenges	89	+5



KEY:

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In more depth – Workplace pressures (1/3)

Resources and Communication	Score	vs. B'mark
	62	-4

Item	Score	vs. Benchmark
Being in the know	57	-5
Feedback	64	+1
Adequate training	66	-4
Equipment or resources	62	-6

Control	Score	vs. B'mark
	60	-2

Item	Score	vs. Benchmark
Autonomy	57	0
Involvement in decisions	57	-1
Suggestions about job	65	-3
Influence on targets	62	-3

 **KEY:**
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In more depth – Workplace pressures (2/3)

Balanced Workload		
	Score	vs. B'mark
	63	-3
Item	Score	vs. Benchmark
Working hours	56	-5
Sociability of hours	74	0
Travel time	77	+5
Work-life balance	56	-3
Technology	63	-10
Work deadlines	66	-1
Manageable workloads	62	-2
Time to do job well	50	-6

Job Security & Change		
	Score	vs. B'mark
	65	-1
Item	Score	vs. Benchmark
Job security	65	+1
Job permanence	80	+2
Well managed change	56	-1
Future job changes	56	-4
My skills in the future	68	-3

ⓘ **KEY:**
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In more depth – Workplace pressures (3/3)

Work Relationships	Score	vs. B'mark
	73	-1

Item	Score	vs. Benchmark
My boss' behaviour	85	-3
Support from others	68	+1
Social support	65	-8
Clarity on boss' expectations	73	+1
Fairness of work	55	-3
Boss' evaluation of my work	85	+3
Credit for my achievements	71	0
Team relationships	80	-1

Job Conditions	Score	vs. B'mark
	72	+2

Item	Score	vs. Benchmark
My job in the future	67	+4
Physical work environment	71	-2
Safety at work	85	-3
Performance management	72	-1
Pay & benefits	65	+10
Interesting work	76	+7
Relationships with customers / clients	67	-4
Job enjoyment	73	+6


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Key Driver Analysis

- Further analysis looks at the impact of the work environment questions on the three health / wellbeing metrics with red / amber results – Psychological Health, Physical Health, Positive Emotions
- This analysis looks at the questions which has the biggest effect on the outcomes, therefore the areas where improvements in these questions are likely to have the strongest effect

Psychological Health
Variance explained = 29%

- 1.Future job change
- 2.Work-life balance
- 3.Isolation at work
- 4.Poor work relationships
- 5.Difficult customers/clients

Physical Health
Variance explained = 43%

- 1.Job enjoyment
- 2.Poor work relationships
- 3.Work-life balance
- 4.Technology overload
- 5.Isolation at work

Positive Emotions
Variance explained = 47%

- 1.Job enjoyment
- 2.Involvement in decisions
- 3.Future job change
- 4.Isolation at work
- 5.Poor work relationships

In more depth – Health symptoms

Physical Health	Score	vs. B'mark
	52	-8
Item	Score	vs. Benchmark
Appetite	52	-8
Digestion	61	-8
Sleep	40	-10
Absence of headaches	49	-7
Lack of aches and pains	35	-15
Lack of nausea	77	+2

Psychological Health	Score	vs. B'mark
	58	-7
Item	Score	vs. Benchmark
Relaxed	68	-9
Calm	55	-7
Decision-making	58	-9
Sense of humour	64	-5
Even-tempered	56	-6
Vitality	38	-5
Coping	59	-10
Contact with others	61	-10
Mood	59	-7
Listening	71	-4
Concentration	50	-6

KEY: ■ **Positive.** 6+ better than the Benchmark ■ **Typical.** Similar to the benchmark score (-5 to +5) ■ **Caution.** -6 or -7 compared to the Benchmark ■ **Risk.** -8 or lower than the benchmark

In more depth – Psychological wellbeing

Positive Emotions	Score	vs. B'mark
	52	-5

Item	Score	vs. Benchmark
Inspired	43	-5
Alert	60	-5
Excited	38	-8
Enthusiastic	52	-5
Determined	65	-6
Happy	53	-4
Contented	50	-3

Sense of Purpose	Score	vs. B'mark
	72	+2

Item	Score	vs. Benchmark
Specific job goals	64	-1
Clear job goals	66	-1
Commitment to goals	87	+4
Motivated by job challenge	71	+5

ⓘ **KEY:**
Positive 6+ better than the Benchmark
 Typical Similar to the benchmark score (-5 to +5)
 Caution -6 or -7 compared to the Benchmark
 Risk -8 or lower than the benchmark

In more depth – Engagement

Motivation	Score	vs. B'mark
	73	+3


Item	Score	vs. Benchmark
Put myself out for organisation	67	-2
Achieving the goals of job	87	+4
Organisation is motivating	61	+2

Employee Commitment	Score	vs. B'mark
	74	+2

Item	Score	vs. Benchmark
Work hard for organisation	70	+3
Committed to organisation	78	+2

Organisation Commitment	Score	vs. B'mark
	61	-1

Item	Score	vs. Benchmark
Organisation values me	57	-2
Happy with organisation	64	-1


KEY:
Positive. 6+ better than the Benchmark
Typical. Similar to the benchmark score (-5 to +5)
Caution. -6 or -7 compared to the Benchmark
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In more depth – Good Days at Work & Performance

Good Days at Work	Score	vs. B'mark
	84	+2
Item	Score	vs. Benchmark
Energetic	69	0
Achievement	81	+5
Sociability	93	0
Valuable contribution	93	+5

Performance	Score	vs. B'mark
	70	-1
Item	Score	vs. Benchmark
Productivity	80	+1
Willing to keep job	70	+7
Would recommend organisation	67	-4

i KEY: Positive, 6+ better than the Benchmark Typical, Similar to the benchmark score (-5 to +5) Caution, -6 or -7 compared to the Benchmark Risk, -8 or lower than the benchmark

Section 3
Demographic comparisons

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Reading the results

KEY: Positive. 6+ better than the Benchmark Typical. Similar to the benchmark score (-5 to +5) Caution. -6 or -7 compared to the Benchmark Risk. -8 or lower than the benchmark

The following slides show the results for groups at a glance. There are **two ways** to read the results:

1. From **left to right**: see the results for a specific group across all core measures
2. From **top to bottom**: see how each core measure differs between the groups

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work Performance	
Group 1	14	-1	-3	-8	-7	-13	-7	-8	-12	-14	-14	2	8	2	6	5	-10
Group 2	223	1	2	-2	3	-3	0	-5	-9	-9	-7	-2	3	5	3	1	-1
Group 3	75	8	2	0	7	1	-3	2	-1	-2	-4	-1	11	8	8	6	0
Group 4	27	9	2	2	4	10	-1	1	-6	-2	9	3	10	12	7	3	7
Group 5	32	3	3	8	12	4	1	6	-9	-5	-1	-4	10	12	9	0	0
Group 6	23	-1	4	1	2	-4	-4	-1	-11	-10	-6	2	12	9	8	-1	-1
Group 7	548	0	1	-1	0	-9	-3	1	-2	-7	-3	-4	8	7	5	-3	-4

The number of participants for each group is shown here. The **minimum displayed group size is 8** – this ensures anonymity and confidentiality

The scores shown for each of the question groups are the difference between the group score out of 100 and the benchmark score.

- A **minus** score indicates the group score is lower than the benchmark
- A **positive** score indicates the group score is higher than the benchmark
- A score of 0 indicates that the group score is the same as the benchmark

Hotspots

Hotspots are demographic groups (8+ respondents) where the overall results across all core questions, on average, are lower than the benchmark score

Number of hotspots
54

Demographic	Total No. of Groups (>8 respondents)	Groups which are a Hotspot	% of Group which are a Hotspot
Learning & Teaching Academy & Libraries	2	2	100%
Caring for Children	2	2	100%
People Services	1	1	100%
Caring for Elderly / Disabled	2	2	100%
Faculty of Hospitality & Leisure	4	3	75%
Tenure	8	6	75%
Faculty of Creative Industries	7	5	71%
Ethnicity	6	4	67%
Nautical Science, STEM & Commercial Nautical & Engineering	6	4	67%
Gender	3	2	67%
Disability	3	2	67%
Faculty / Directorate	11	7	64%
Faculty of Education & Humanities	7	4	57%
Location	2	1	50%
Academic / Support	2	1	50%
Mgmt / Leadership	2	1	50%
Age	6	3	50%
Student Experience	4	2	50%
Contract Type	5	2	40%

Hotspots

Group		Number of Participants		Resilience		Resources & Communication		Control		Balanced Workload		Job Security & Change		Work Relationships		Job Conditions		Physical Health		Psychological Health		Positive Psychological Wellbeing		Sense of Purpose		Motivation		Perceived Organisational Wellbeing		Employee Commitment		Good Day At Work		Performance	
Where do you work? - People Services	27	-1	-2	2	-1	6	2	-4	-9	-16	-9	-3	-1	-1	-1	0	-6																		
Where do you work? - Faculty of Creative Industries	147	1	-10	-8	-8	-4	-5	0	-7	-7	-5	3	2	-6	0	2	-2																		
Where do you work? - Faculty of Education & Humanities	183	2	-3	-2	-7	-3	0	5	-10	-10	-6	3	1	-5	-1	1	0																		
Where do you work? - Faculty of Hospitality & Leisure	123	6	-5	-2	-9	-8	-1	3	-12	-10	-7	3	5	-1	5	1	1																		
Where do you work? - Nautical Science, STEM & Commercial Nautical & Engineering	105	2	-10	-7	-3	-2	-5	2	-7	-5	-7	-1	1	-5	0	0	-2																		
Where do you work? - Student Experience	72	2	-3	-2	1	3	-1	-3	-7	-9	-6	1	2	0	4	3	-4																		
Where do you work? - Learning & Teaching Academy & Libraries	34	2	-5	-8	-2	-7	-8	-7	-12	-13	-10	-10	-6	-11	-4	-2	-11																		
Which department do you work in? - Learning Technology	11	2	-5	-9	-3	-7	-9	-1	-20	-15	0	-6	-7	-8	-7	-4	-10																		
Which department do you work in? - Libraries	19	2	-4	-5	1	-7	-3	-13	-8	-9	-12	-4	-5	-10	-2	0	-10																		
- HR & Payroll	14	-2	-2	4	-3	9	3	-3	-11	-15	-5	-2	3	1	4	0	-5																		
- Art	10	1	-17	-19	-14	1	-13	-1	-11	-18	-6	-2	8	-12	1	-1	-5																		
- Design	26	-5	-17	-18	-13	-11	-10	-3	-13	-10	-6	0	-6	-22	-10	0	-8																		
- Media	26	-2	-7	-2	-12	-6	1	4	-11	-5	0	4	7	0	7	1	1																		
- Visual Communications	28	-2	-11	-15	-11	-9	-5	-3	-1	-9	-9	3	-3	-13	-2	-1	-2																		
- Photography	12	-1	-6	-4	-8	-5	-11	-3	-14	-17	-10	-6	-8	-18	-17	-3	-6																		
null - Languages & ESOL	49	2	-3	-3	-6	-7	-4	5	-9	-9	-10	0	-1	-4	0	3	2																		
null - Social Sciences & TUEC	20	-13	-8	-11	-17	-15	-4	1	-17	-19	-21	-3	-12	-23	-18	-14	-22																		
null - Business & Management	29	2	-8	-6	-12	-3	1	2	-13	-7	1	8	0	-9	-6	1	-3																		
null - Community & Schools Engagement and Essential Skills	13	0	-5	-3	-15	-7	1	2	-9	-17	-4	6	-1	-9	-8	6	-5																		
- Culinary Arts	22	6	-4	-9	-10	-8	-5	5	-14	-11	-10	-2	7	4	6	3	5																		
- Hair & Beauty	34	8	0	3	-7	-9	3	2	-14	-10	-2	7	5	-7	6	2	-2																		
- Hospitality & Tourism	31	1	-14	-9	-18	-7	-5	1	-13	-15	-12	-1	5	-6	4	-2	-2																		

Hotspots

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
null - Electrical, Auto & Digital Technology	17	-4	-22	-15	-13	-10	-8	-1	-15	-19	-18	1	-3	-21	-8	-3	-6
null - Admin & Support	12	8	-3	-7	12	1	-5	1	-15	-10	-14	1	1	-1	2	-2	-2
null - Nautical Science	28	5	-8	-2	-4	-2	-5	3	-9	-7	-4	0	1	-1	-4	-1	1
null - Commercial Engineering	12	-17	-20	-23	-11	-2	-19	-6	2	-1	-14	-13	-6	-18	-5	-6	-27
- Student Support & Wellbeing	15	-2	-7	-8	0	7	0	-4	-9	-13	-12	0	-5	-7	-5	-1	-6
- Learning Support & Inclusion	26	-4	-11	-12	1	-6	-8	-3	-10	-14	-12	-2	3	-7	6	2	-8
Which location do you work at? - City Campus	682	3	-4	-2	-4	-2	-2	1	-8	-8	-5	2	2	-2	2	2	-1
Do you hold management / leadership responsibilities? - No	668	3	-5	-2	-2	-2	-1	2	-8	-8	-6	1	1	-3	0	3	-1
Do you have an academic or support contract? - Academic	494	2	-7	-5	-9	-5	-3	3	-9	-8	-6	2	2	-5	0	1	-1
Which of the below best describe your current contract? - Full time (Permanent)	547	3	-5	-3	-4	0	-2	1	-9	-8	-6	2	3	-2	2	0	-2
Which of the below best describe your current contract? - Part time (Permanent)	225	4	-5	-3	-4	-2	-1	3	-7	-9	-6	2	1	-5	0	5	-2
How long have you worked at your current job? - 3 years - 4y 11m	116	4	-4	-2	-3	-1	-3	1	-7	-7	-3	2	5	0	5	1	0
How long have you worked at your current job? - 5years -9y 11m	154	2	-5	-4	-3	-2	-4	1	-7	-8	-6	1	3	-3	3	2	-1
How long have you worked at your current job? - 10 years - 14y 11m	110	2	-4	-5	-4	-6	-3	2	-9	-9	-9	2	0	-5	1	1	-5
How long have you worked at your current job? - 15years - 19y 11m	102	1	-8	-8	-10	-6	-4	-3	-9	-10	-9	2	0	-9	0	4	-6
How long have you worked at your current job? - 20 years - 24y 11m	75	2	-10	-6	-7	-3	-2	-1	-15	-10	-9	1	-5	-11	-8	4	-7
How long have you worked at your current job? - 25 years or more	56	6	-5	-5	-7	2	-2	0	-12	-8	-7	2	-1	-8	0	3	-3

Hotspots

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
What gender do you identify as? - Female	488	4	-3	-1	-2	0	-1	2	-12	-11	-6	1	3	-1	3	2	-1
What gender do you identify as? - Prefer not to say	13	-10	-17	-17	-14	-18	-17	-7	-7	-14	-8	-3	-4	-11	-7	-7	-11
How old are you? - 45-54	252	2	-6	-5	-8	-3	-4	0	-10	-11	-6	2	4	-3	4	0	-2
How old are you? - 55-64	224	3	-6	-4	-4	-1	-1	2	-8	-7	-7	1	0	-6	-2	5	-3
How old are you? - 65 and over	24	0	-3	-2	2	3	-1	4	-2	1	-6	-2	-4	-3	-2	8	-8
What is your ethnic group? (please choose one option that best describes your ethnic group or background) - White – British	707	4	-3	-1	-2	0	-1	3	-8	-7	-5	3	3	-1	3	2	0
What is your ethnic group? (please choose one option that best describes your ethnic group or background) - White – Irish	19	-4	-15	-24	-13	-13	-10	-7	-7	-8	-9	1	-8	-18	-11	2	-13
What is your ethnic group? (please choose one option that best describes your ethnic group or background) - White – Any other background	69	1	-2	-3	-2	-3	-1	1	-6	-9	-9	-1	-2	-2	-4	0	-1
What is your ethnic group? (please choose one option that best describes your ethnic group or background) - I do not wish to disclose my ethnic origin	18	-3	-12	-12	-11	-8	-11	-7	-6	-6	-6	-5	-4	-9	-4	-5	-4
Do you consider yourself to have a disability? The Equality Act 2010, states that a person has a disability 'if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.' - Yes	64	2	-10	-11	-9	-5	-5	-3	-18	-16	-8	2	0	-7	2	-1	-6
Do you consider yourself to have a disability? The Equality Act 2010, states that a person has a disability 'if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.' - Prefer not to say	32	-5	-14	-15	-7	-10	-9	-10	-19	-21	-13	-3	-3	-13	-2	-2	-6
Do you have caring responsibility for any children? - Yes	333	4	-4	-2	-5	-1	-2	2	-8	-9	-5	3	4	-1	4	0	0
Do you have caring responsibility for any children? - No	519	3	-4	-2	-2	-1	-1	2	-8	-6	-6	1	2	-2	1	3	-1
Are you a primary carer of an elderly and / or disabled relative? - Yes	101	1	-7	-9	-10	-2	-5	-1	-14	-11	-8	2	2	-7	1	-1	-4
Are you a primary carer of an elderly and / or disabled relative? - No	754	4	-3	-1	-2	-1	-1	2	-7	-7	-5	2	3	-1	2	2	0

Summary of trends across Work Demographics

Demographic	Summary
Consistent Trends	<ul style="list-style-type: none"> Majority of staff revealing symptoms of poor physical and psychological health Majority of staff scoring below the benchmark for wellbeing
Faculty / Directorate	<ul style="list-style-type: none"> 'Executive Office' and 'Corporate Development' scoring much higher than other groups Poorer results within the Faculties – but quite mixed results, some groups scoring better than others
Departments	<ul style="list-style-type: none"> Differences in the results across the 'Core' measures – see heatmaps for trends
Location	<ul style="list-style-type: none"> Fairly similar results across both locations – 'City Campus' scoring poorer on health (Typical > Risk)
Tenure	<ul style="list-style-type: none"> 'Less than 12 months' the most positive group – but quite a consistent finding Physical and psychological health scores reduce incrementally as Tenure increases Similarly, those who have worked in their jobs longer are more pressured by their workplace environment, and have lower levels of motivation and score lower in Performance
Current Contract Type	<ul style="list-style-type: none"> 'Full time (Fixed term) the most positive group – and are the only group that score higher than the benchmark for health and wellbeing
Academic / Support	<ul style="list-style-type: none"> Academic staff more pressured by their workplace environment – and scoring poorer in health and wellbeing
Mgmt / Leadership Responsibilities	<ul style="list-style-type: none"> Staff with Mgmt / Leadership Responsibilities displaying higher levels of engagement – but more pressured by their workload

A look across the demographics – by Faculty / Directorate

Where do you work? ▼

Group		Number of Participants		Resilience		Resources & Communication		Control		Balanced Workload		Job Security & Change		Work Relationships		Job Conditions		Physical Health		Psychological Health		Positive Psychological Wellbeing		Sense of Purpose		Motivation		Perceived Organisational Wellbeing		Employee Commitment		Good Day At Work		Performance	
Executive Office	12	16	20	24	13	24	13	19	-5	5	14	12	19	25	20	6	17																		
Corporate Development	50	12	8	14	11	7	10	9	-4	-5	4	7	12	16	12	6	6																		
People Services	27	-1	-2	2	-1	6	2	-4	-9	-16	-9	-3	-1	-1	-1	0	-6																		
Performance	10	-3	4	5	7	10	-1	7	-2	-2	-10	-5	0	-1	2	-2	-5																		
Faculty of Creative Industries	147	1	-10	-8	-8	-4	-5	0	-7	-7	-5	3	2	-6	0	2	-2																		
Faculty of Education & Humanities	183	2	-3	-2	-7	-3	0	5	-10	-10	-6	3	1	-5	-1	1	0																		
Faculty of Hospitality & Leisure	123	6	-5	-2	-9	-8	-1	3	-12	-10	-7	3	5	-1	5	1	1																		
Nautical Science, STEM & Commercial Nautical & Engineering	105	2	-10	-7	-3	-2	-5	2	-7	-5	-7	-1	1	-5	0	0	-2																		
Student Experience	72	2	-3	-2	1	3	-1	-3	-7	-9	-6	1	2	0	4	3	-4																		
Corporate Services	71	9	1	4	6	5	1	0	-1	-3	-5	4	4	8	6	4	4																		
Learning & Teaching Academy & Libraries	34	2	-5	-8	-2	-7	-8	-7	-12	-13	-10	-10	-6	-11	-4	-2	-11																		

ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Learning & Teaching Academy & Libraries)

Which department do you work in?

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Learning Technology	11	2	-5	-9	-3	-7	-9	-1	-20	-15	0	-6	-7	-8	-7	-4	-10	
Libraries	19	2	-4	-5	1	-7	-3	-13	-8	-9	-12	-4	-5	-10	-2	0	-10	

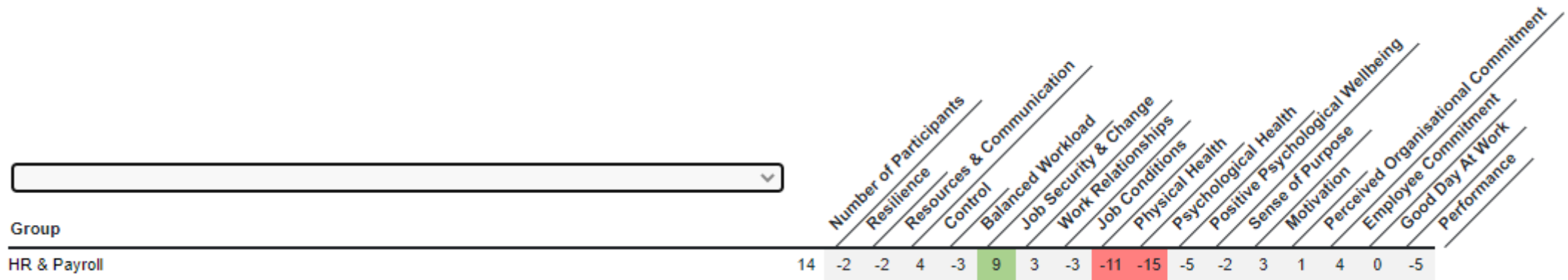
ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Corporate Development)

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
Corporate Communications & Marketing	10	7	-1	0	0	1	1	7	-9	-6	0	2	8	6	6	2	4
Business & Academy Development / FWDF	8	16	9	9	12	6	8	7	-3	-3	15	13	16	19	16	9	6
Business & International	19	14	13	24	12	9	13	12	1	-3	4	11	17	22	15	5	8

i KEY:
 Positive, 6+ better than the Benchmark
 Typical, Similar to the benchmark score (-5 to +5)
 Caution, -6 or -7 compared to the Benchmark
 Risk, -8 or lower than the benchmark

A look across the demographics – by Department (People Services)



ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Faculty of Creative Industries)

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Commitment	Employee Commitment	Good Day At Work	Performance
Art	10	1	-17	-19	-14	1	-13	-1	-11	-18	-6	-2	8	-12	1	-1	-5	
Construction	31	7	-6	0	-4	4	-4	5	-2	-2	-3	7	9	8	6	6	5	
Design	26	-5	-17	-18	-13	-11	-10	-3	-13	-10	-6	0	-6	-22	-10	0	-8	
Media	26	-2	-7	-2	-12	-6	1	4	-11	-5	0	4	7	0	7	1	1	
Visual Communications	28	-2	-11	-15	-11	-9	-5	-3	-1	-9	-9	3	-3	-13	-2	-1	-2	
Technicians & Admin Support	12	6	-4	-1	15	1	2	-1	-2	8	-2	5	4	4	5	8	-9	
Photography	12	-1	-6	-4	-8	-5	-11	-3	-14	-17	-10	-6	-8	-18	-17	-3	-6	

ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Faculty of Education & Humanities)

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Health & Early Years	21	3	0	4	-5	4	-1	7	-8	-4	-4	3	2	2	3	1	12	
Languages & ESOL	49	2	-3	-3	-6	-7	-4	5	-9	-9	-10	0	-1	-4	0	3	2	
Social Sciences & TUEC	20	-13	-8	-11	-17	-15	-4	1	-17	-19	-21	-3	-12	-23	-18	-14	-22	
Accounting & Supply Chain Management	21	7	0	3	-12	1	5	6	-8	-12	-4	6	5	0	-1	0	2	
SVQ	18	11	8	7	13	14	7	11	-4	-3	3	6	10	11	12	7	10	
Business & Management	29	2	-8	-6	-12	-3	1	2	-13	-7	1	8	0	-9	-6	1	-3	
Community & Schools Engagement and Essential Skills	13	0	-5	-3	-15	-7	1	2	-9	-17	-4	6	-1	-9	-8	6	-5	

i KEY:
 Positive, 6+ better than the Benchmark
 Typical, Similar to the benchmark score (-5 to +5)
 Caution, -6 or -7 compared to the Benchmark
 Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Faculty of Hospitality & Leisure)

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Culinary Arts	22	6	-4	-9	-10	-8	-5	5	-14	-11	-10	-2	7	4	6	3	5	
Hair & Beauty	34	8	0	3	-7	-9	3	2	-14	-10	-2	7	5	-7	6	2	-2	
Hospitality & Tourism	31	1	-14	-9	-18	-7	-5	1	-13	-15	-12	-1	5	-6	4	-2	-2	
Sport & Fitness	22	11	2	7	-7	-7	8	8	-5	2	-2	10	4	6	4	3	3	

i KEY:
 Positive, 6+ better than the Benchmark
 Typical, Similar to the benchmark score (-5 to +5)
 Caution, -6 or -7 compared to the Benchmark
 Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Nautical Science, STEM & Commercial Nautical & Engineering)

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Electrical, Auto & Digital Technology	17	-4	-22	-15	-13	-10	-8	-1	-15	-19	-18	1	-3	-21	-8	-3	-6
Admin & Support	12	8	-3	-7	12	1	-5	1	-15	-10	-14	1	1	-1	2	-2	-2
Mechanical Engineering	16	7	-6	4	3	1	2	6	-5	2	-1	6	9	7	8	2	6
Nautical Science	28	5	-8	-2	-4	-2	-5	3	-9	-7	-4	0	1	-1	-4	-1	1
Commercial Nautical	17	3	-7	-6	0	0	1	6	-1	4	-2	-3	2	-3	6	8	3
Commercial Engineering	12	-17	-20	-23	-11	-2	-19	-6	2	-1	-14	-13	-6	-18	-5	-6	-27

i KEY:
 Positive, 6+ better than the Benchmark
 Typical, Similar to the benchmark score (-5 to +5)
 Caution, -6 or -7 compared to the Benchmark
 Risk, -8 or lower than the benchmark

A look across the demographics – by Department (Student Experience)

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Student Admissions & Funding	13	9	4	5	7	3	2	-8	5	8	-1	5	-2	3	-2	8	-5	
Student Support & Wellbeing	15	-2	-7	-8	0	7	0	-4	-9	-13	-12	0	-5	-7	-5	-1	-6	
Learning Support & Inclusion	26	-4	-11	-12	1	-6	-8	-3	-10	-14	-12	-2	3	-7	6	2	-8	
Student Engagement / Student Association	14	6	6	11	-4	15	6	2	-6	-9	6	3	11	11	12	3	6	

KEY:
 Positive. 6+ better than the Benchmark
 Typical. Similar to the benchmark score (-5 to +5)
 Caution. -6 or -7 compared to the Benchmark
 Risk. -8 or lower than the benchmark

A look across the demographics – by Department (Corporate Services)

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
IT	22	4	-1	6	4	0	4	0	1	1	-9	1	-3	6	-3	0	-1	
Estates	10	8	-1	8	6	4	1	-7	-1	4	-1	-1	9	8	8	10	3	
Finance	9	15	7	9	12	18	5	5	9	0	8	16	7	6	8	3	9	
Timetabling & Student Records & Workforce Development	14	8	3	0	4	6	1	3	-9	-15	-11	9	7	9	11	5	7	

i KEY:
 Positive, 6+ better than the Benchmark
 Typical, Similar to the benchmark score (-5 to +5)
 Caution, -6 or -7 compared to the Benchmark
 Risk, -8 or lower than the benchmark

A look across the demographics – by Location

Which location do you work at? ▼

Group

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
City Campus	682	3	-4	-2	-4	-2	-2	1	-8	-8	-5	2	2	-2	2	2	-1
Riverside Campus	171	5	-2	0	2	2	0	4	-5	-5	-5	2	4	2	3	2	0



KEY:

■ **Positive.** 6+ better than the Benchmark

■ **Typical.** Similar to the benchmark score (-5 to +5)

■ **Caution.** -6 or -7 compared to the Benchmark

■ **Risk.** -8 or lower than the benchmark

A look across the demographics – by Tenure

How long have you worked at your current job? ▾

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Less than 12 months	65	9	6	13	7	3	9	10	-2	1	10	5	11	16	10	4	11
1 year - 2y 11m	179	5	-1	4	2	4	1	5	-6	-6	-5	2	5	5	3	0	4
3 years - 4y 11m	116	4	-4	-2	-3	-1	-3	1	-7	-7	-3	2	5	0	5	1	0
5years -9y 11m	154	2	-5	-4	-3	-2	-4	1	-7	-8	-6	1	3	-3	3	2	-1
10 years - 14y 11m	110	2	-4	-5	-4	-6	-3	2	-9	-9	-9	2	0	-5	1	1	-5
15years - 19y 11m	102	1	-8	-8	-10	-6	-4	-3	-9	-10	-9	2	0	-9	0	4	-6
20 years - 24y 11m	75	2	-10	-6	-7	-3	-2	-1	-15	-10	-9	1	-5	-11	-8	4	-7
25 years or more	56	6	-5	-5	-7	2	-2	0	-12	-8	-7	2	-1	-8	0	3	-3

KEY: ■ Positive, 6+ better than the Benchmark ■ Typical, Similar to the benchmark score (-5 to +5) ■ Caution, -6 or -7 compared to the Benchmark ■ Risk, -8 or lower than the benchmark

A look across the demographics – by Current Contract Type

Which of the below best describe your current contract? ▾

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work Performance	
Full time (Permanent)	547	3	-5	-3	-4	0	-2	1	-9	-8	-6	2	3	-2	2	0	-2
Full time (Fixed term)	38	14	9	13	11	-6	10	8	1	5	10	4	12	17	13	4	13
Part time (Permanent)	225	4	-5	-3	-4	-2	-1	3	-7	-9	-6	2	1	-5	0	5	-2
Part time (Fixed term)	16	0	7	8	5	-5	3	10	-9	-15	-8	0	10	14	12	9	10
Bank contract only	31	2	-3	6	2	-10	3	6	-8	-5	-6	1	2	4	-2	4	2

ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Academic / Support

Do you have an academic or support contract? ▾

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work Performance	
Academic	494	2	-7	-5	-9	-5	-3	3	-9	-8	-6	2	2	-5	0	1	-1
Support	357	6	1	3	6	4	1	1	-6	-6	-5	2	4	4	5	3	0

ⓘ KEY:
 Positive, 6+ better than the Benchmark
Typical, Similar to the benchmark score (-5 to +5)
Caution, -6 or -7 compared to the Benchmark
Risk, -8 or lower than the benchmark

A look across the demographics – by Mgmt / Leadership Responsibilities

Do you hold management / leadership responsibilities? ▾

Group		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work Performance	
Yes	188	5	-1	0	-6	3	-3	1	-7	-6	-3	5	9	3	9	-1	-1
No	668	3	-5	-2	-2	-2	-1	2	-8	-8	-6	1	1	-3	0	3	-1



KEY:

i **Positive.** 6+ better than the Benchmark

i **Typical.** Similar to the benchmark score (-5 to +5)

i **Caution.** -6 or -7 compared to the Benchmark

i **Risk.** -8 or lower than the benchmark

Summary of trends across Personal Demographics

Demographic	Summary
Consistent Trends	<ul style="list-style-type: none">• Majority of staff revealing symptoms of poor physical and psychological health• Majority of staff scoring below the benchmark for wellbeing
Gender	<ul style="list-style-type: none">• Females revealing symptoms of poor physical and psychological health more than Males - and scoring lower on wellbeing*
Age	<ul style="list-style-type: none">• Similar to Tenure, the younger group (18 - 24) the most positive group and health / wellbeing scores reduce as age increases
Ethnicity	<ul style="list-style-type: none">• Differences in the results across the 'Core' measures - see heatmaps for trends
Disability	<ul style="list-style-type: none">• Staff with a disability scoring poorer on health and wellbeing - and more pressured by their workplace environment
Caring Responsibilities (Children)	<ul style="list-style-type: none">• Consistent results for both groups (Yes / No)
Caring Responsibilities (Elderly / Disabled Relatives)	<ul style="list-style-type: none">• Those who have caring responsibilities for elderly / disabled relatives scoring poorer on health and wellbeing - and more pressured by their workplace environment

A look across the demographics – by Gender

What gender do you identify as? ▾

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
Male	354	4	-4	-2	-3	-1	-1	2	-2	-2	-4	3	2	-1	1	3	0
Female	488	4	-3	-1	-2	0	-1	2	-12	-11	-6	1	3	-1	3	2	-1
Prefer not to say	13	-10	-17	-17	-14	-18	-17	-7	-7	-14	-8	-3	-4	-11	-7	-7	-11



KEY:

Positive. 6+ better than the Benchmark

Typical. Similar to the benchmark score (-5 to +5)

Caution. -6 or -7 compared to the Benchmark

Risk. -8 or lower than the benchmark

A look across the demographics – by Age

How old are you? ▾

Group		Number of Participants		Resilience		Resources & Communication		Control		Balanced Workload		Job Security & Change		Work Relationships		Physical Health		Psychological Health		Sense of Purpose		Motivation		Perceived Organisational Wellbeing		Employee Commitment		Good Day At Work		Performance	
18-24	15	13	14	17	22	15	10	12	-3	-7	3	0	6	23	7	9	8														
25-34	119	4	-1	4	4	1	2	3	-6	-4	-4	1	3	4	2	1	4														
35-44	220	5	-2	0	-2	-1	-1	3	-6	-5	-4	3	4	0	4	0	1														
45-54	252	2	-6	-5	-8	-3	-4	0	-10	-11	-6	2	4	-3	4	0	-2														
55-64	224	3	-6	-4	-4	-1	-1	2	-8	-7	-7	1	0	-6	-2	5	-3														
65 and over	24	0	-3	-2	2	3	-1	4	-2	1	-6	-2	-4	-3	-2	8	-8														



KEY:

Positive, 6+ better than the Benchmark

Typical, Similar to the benchmark score (-5 to +5)

Caution, -6 or -7 compared to the Benchmark

Risk, -8 or lower than the benchmark

A look across the demographics – by Ethnicity

What is your ethnic group? (please choose one option that best describes your ethnic group)

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
White – British	707	4	-3	-1	-2	0	-1	3	-8	-7	-5	3	3	-1	3	2	0
White – Irish	19	-4	-15	-24	-13	-13	-10	-7	-7	-8	-9	1	-8	-18	-11	2	-13
White – Any other background	69	1	-2	-3	-2	-3	-1	1	-6	-9	-9	-1	-2	-2	-4	0	-1
Asian / Asian British – Indian	9	11	3	8	8	6	10	6	3	11	6	7	9	2	10	6	10
Asian / Asian British – Pakistani	11	1	-4	3	-8	6	-8	4	-7	-5	1	5	10	6	10	6	10
I do not wish to disclose my ethnic origin	18	-3	-12	-12	-11	-8	-11	-7	-6	-6	-6	-5	-4	-9	-4	-5	-4



KEY:

Positive. 6+ better than the Benchmark

Typical. Similar to the benchmark score (-5 to +5)

Caution. -6 or -7 compared to the Benchmark

Risk. -8 or lower than the benchmark

A look across the demographics – by Disability

Do you consider yourself to have a disability? The Equality Act 2010, states that a pers

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance	
Yes	64	2	-10	-11	-9	-5	-5	-3	-18	-16	-8	2	0	-7	2	-1	-6
No	761	4	-3	0	-2	0	-1	3	-6	-6	-5	2	3	0	2	2	0
Prefer not to say	32	-5	-14	-15	-7	-10	-9	-10	-19	-21	-13	-3	-3	-13	-2	-2	-6



KEY:

Positive. 6+ better than the Benchmark

Typical. Similar to the benchmark score (-5 to +5)

Caution. -6 or -7 compared to the Benchmark

Risk. -8 or lower than the benchmark

A look across the demographics – by Caring Responsibilities

Do you have caring responsibility for any children? ▾

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work Performance	
Yes	333	4	-4	-2	-5	-1	-2	2	-8	-9	-5	3	4	-1	4	0	0
No	519	3	-4	-2	-2	-1	-1	2	-8	-6	-6	1	2	-2	1	3	-1

Are you a primary carer of an elderly and / or disabled relative? ▾

Group	Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Psychological Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work Performance	
Yes	101	1	-7	-9	-10	-2	-5	-1	-14	-11	-8	2	2	-7	1	-1	-4
No	754	4	-3	-1	-2	-1	-1	2	-7	-7	-5	2	3	-1	2	2	0

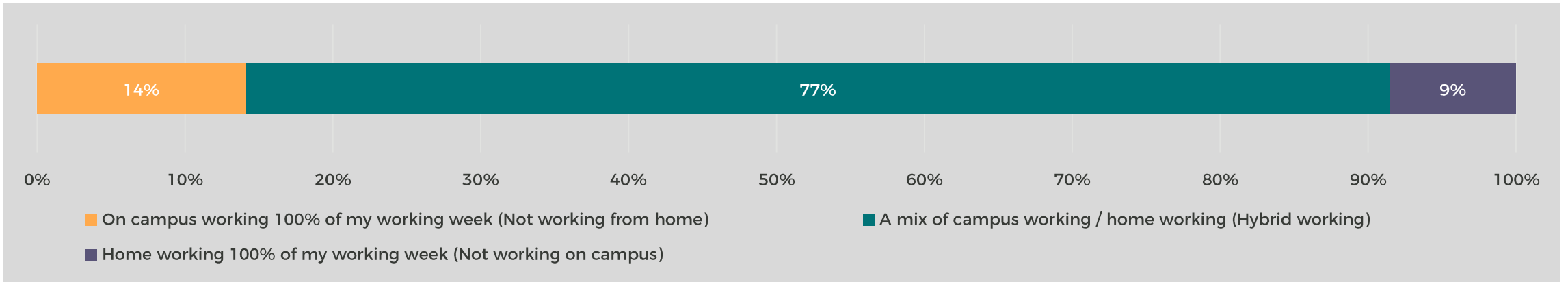
KEY: ■ Positive, 6+ better than the Benchmark ■ Typical, Similar to the benchmark score (-5 to +5) ■ Caution, -6 or -7 compared to the Benchmark ■ Risk, -8 or lower than the benchmark

Section 4
Additional questions

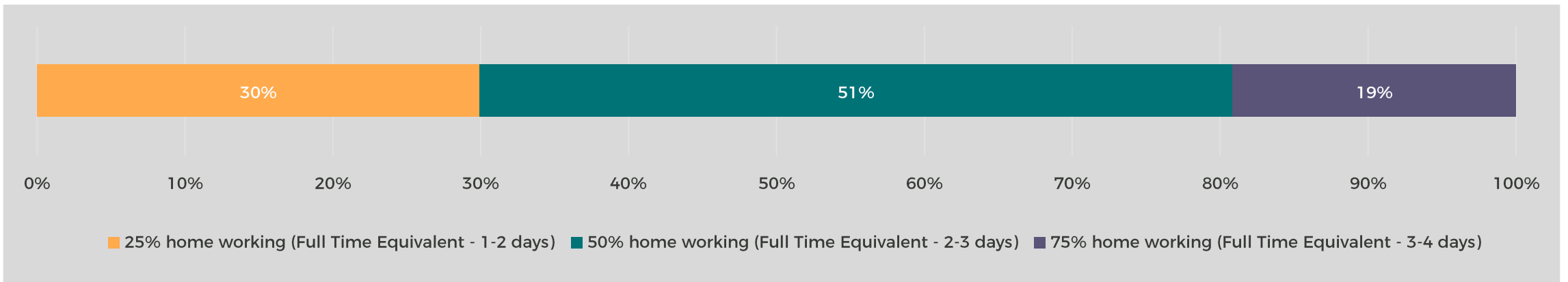
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Additional questions – Hybrid working

For the future, what is your ideal workspace? (please select as appropriate)



If 'A mix of campus working / home working (Hybrid working)' – Please specify:



Additional questions – Hybrid working by Faculty / Directorate

For the future, what is your ideal workspace? (please select as appropriate)

Faculty / Directorate	On campus working 100% of my working week (Not working from home)	A mix of campus working / home working (Hybrid working)	Home working 100% of my working week (Not working on campus)
Corporate Development	12%	78%	10%
Corporate Services	15%	68%	17%
Faculty of Creative Industries	18%	77%	5%
Faculty of Education & Humanities	8%	80%	12%
Faculty of Hospitality & Leisure	20%	77%	2%
Executive Office	8%	92%	-
Learning & Teaching Academy & Libraries	12%	68%	21%
Nautical Science, STEM & Commercial Nautical & Engineering	13%	76%	11%
People Services	19%	74%	7%
Performance	20%	80%	-
Student Experience	8%	89%	3%

Additional questions – Hybrid working by Faculty / Directorate

If 'A mix of campus working / home working (Hybrid working)' – Please specify:

Faculty / Directorate	25% home working (Full Time Equivalent - 1-2 days)	50% home working (Full Time Equivalent - 2-3 days)	75% home working (Full Time Equivalent - 3-4 days)
Corporate Development	26%	59%	15%
Corporate Services	25%	54%	21%
Faculty of Creative Industries	33%	50%	17%
Faculty of Education & Humanities	25%	49%	26%
Faculty of Hospitality & Leisure	41%	48%	11%
Executive Office	9%	64%	27%
Learning & Teaching Academy & Libraries	30%	52%	17%
Nautical Science, STEM & Commercial Nautical & Engineering	35%	44%	22%
People Services	10%	75%	15%
Performance	13%	63%	25%
Student Experience	34%	50%	16%

Section 5
What next?

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Practical next steps & Initial recommendations

Practical next steps

- Circulate slides from today
- Provide access to online reporting software (full results access, combine demographic groups where 8+ respondents)
- Additional analysis based on today's discussions

Initial recommendations

- Assess opportunities to decrease social isolation and improve working relationships
- Review communications strategies around 'future job changes' from Leadership teams
- Run focus groups for selected hotspot groups to better understand the issues and what is required to improve health and wellbeing
- Communicate the results with the necessary groups across the College

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