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.

**Your Employee Engagement Score:** 75%

**Variance from Previous Survey:**
- 15 questions above
- 11 questions in line
- 1 question below

**Variance from Parent:**
- 10 questions above
- 33 questions in line
- 1 question below

**Top 3 Most Improved Questions:**
- I am satisfied with the support and flexibility offered to help me balance my work and home life: +27
- I have the opportunity to discuss my development needs and performance regularly: +18
- I understand how my work contributes to the success of my area of the University: +15

**Top 3 Highest Scoring Questions:**
- I have a choice in deciding how I do my work: 93%
- I am able to take ownership and responsibility across the duties of my role: 91%
- I understand how my work contributes to the success of my area of the University: 90%

**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.
### Key Questions 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.

**What To Focus On?**

1. **If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action**
   - % Positive: 62%
   - Variance from Previous Survey: +1
   - Variance from Parent: +9
   - Variance from Organisation Overall: +8

2. **I believe that the work the University does is world class**
   - % Positive: 89%
   - Variance from Previous Survey: 0
   - Variance from Parent: +2
   - Variance from Organisation Overall: +4

3. **I feel informed about what is happening in my area of the University**
   - % Positive: 72%
   - Variance from Previous Survey: -
   - Variance from Parent: 0
   - Variance from Organisation Overall: +2

---

**Department of Chemistry | University of Cambridge Staff Survey 2019**

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**ORC International**

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**www.orcinternational.com**
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.

Your employee engagement score

75%

Response scale

<table>
<thead>
<tr>
<th></th>
<th>% positive</th>
<th>Variance from previous survey</th>
<th>Variance from parent</th>
<th>Variance from organisation overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Say I am proud to work for the University of Cambridge</td>
<td>87%</td>
<td>+4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Say I would recommend the University as a great place to work</td>
<td>77%</td>
<td>-</td>
<td>+4</td>
<td>+5↑</td>
</tr>
<tr>
<td>Say I would recommend my area of the University as a great place to work</td>
<td>76%</td>
<td>+13</td>
<td>+3</td>
<td>+5↑</td>
</tr>
<tr>
<td>Stay I feel a strong sense of belonging to the University</td>
<td>61%</td>
<td>-</td>
<td>+1</td>
<td>+4</td>
</tr>
</tbody>
</table>

Say

Key

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

Strongly agree

AGREE

NEITHER

DISAGREE

STRONGLY DISAGREE

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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PAGE 03.

ORC International  www.orcinternational.com
These questions are your highest scoring.

**Find your highest scores**

**What are employees most positive about?**
- I have a choice in deciding how I do my work (93%)
- I am able to take ownership and responsibility across the duties of my role (91%)
- I understand how my work contributes to the success of my area of the University (90%)
- I believe that the work the University does is world class (89%)
- I am clear about what I am expected to achieve in my job (88%)

**What are employees most neutral about?**
- I believe positive changes have been made as a result of previous surveys (63%)
- I am happy with the availability of the University’s childcare provision (57%)
- The career development/promotion processes at the University are fair (47%)
- I believe action will be taken on the results of this survey (42%)
- I consider the Senior Researcher Promotions process to be fair (40%)

**What are employees most negative about?**
- I think there are sufficient opportunities for career progression at the University (41%)
- I am happy with the overall reward package I receive from the University (26%)
- The career development/promotion processes at the University are far from the success of my area of the University (26%)
- In my experience people work together effectively between different parts of the University (24%)
- I believe action will be taken on the results of this survey (24%)
- I understand how my work contributes to the success of my area of the University (9%)
- I am able to take ownership and responsibility (9%)
- I have a choice in deciding how I do my work (9%)

**Headline scores**

- Highest Positive scoring questions
  - I have a choice in deciding how I do my work (93%)
  - I am able to take ownership and responsibility across the duties of my role (91%)
  - I understand how my work contributes to the success of my area of the University (90%)
  - I believe that the work the University does is world class (89%)
  - I am clear about what I am expected to achieve in my job (88%)

- Highest Neutral scoring questions
  - I believe positive changes have been made as a result of previous surveys (63%)
  - I am happy with the availability of the University’s childcare provision (57%)
  - The career development/promotion processes at the University are fair (47%)
  - I believe action will be taken on the results of this survey (42%)
  - I consider the Senior Researcher Promotions process to be fair (40%)

- Highest Negative scoring questions
  - I think there are sufficient opportunities for career progression at the University (41%)
  - I am happy with the overall reward package I receive from the University (26%)
  - The career development/promotion processes at the University are far from the success of my area of the University (26%)
  - In my experience people work together effectively between different parts of the University (24%)
  - I believe action will be taken on the results of this survey (24%)
  - I understand how my work contributes to the success of my area of the University (9%)
  - I am able to take ownership and responsibility (9%)
  - I have a choice in deciding how I do my work (9%)

**Areas of potential experience**
- Employees are responding more positively raising the possibility that these areas of concern have seen improvement.

**Areas of concern**
- Questions with the most negative scores may indicate areas that need attention from the University to improve employees' satisfaction and engagement.
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 ensure that employees (your peers, HR, your manager or other subject experts) are involved in the planning process.

- 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.

- 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 one-to-ones, gather their thoughts and solutions before deciding actions to take.

- 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 these scores.

- Long-term issues you will need to think and short-term issues which may be quick wins.

- Ask your colleagues about their views to find out what is causing this uncertainty. More communication and involvement may help to shift these scores.

- What do you want employees to be saying about their working lives in the future? What should be put in place to achieve this?

- Some actions may be quick wins. What do you want employees to be saying about their working lives in the future? What should be put in place to achieve this?

- Some scores may be quick wins. However in most instances, you will need to think long-term.

- Is there room for improvement?

- Department of Chemistry | University of Cambridge Staff Survey 2019

02. Identify areas that need improvement.

- The survey next time the survey will encourage them to complete.

- You do your scores compare to your parent unit or the organisation overall?

- The scores on the front page give you some summary information. First take the time to fully understand this report before sharing with others.

- The scores on the front page give you some summary information. First take the time to fully understand this report before sharing with others.

- The scores on the front page give you some summary information. First take the time to fully understand this report before sharing with others.

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

- 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 ensure that employees (your peers, HR, your manager or other subject experts) are involved in the planning process.

- 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.

- 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 one-to-ones, gather their thoughts and solutions before deciding actions to take.

- 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 these scores.

- Some actions may be quick wins. However in most instances, you will need to think long-term.

04. What should be put in place to achieve this?

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

- Some scores may be quick wins. However in most instances, you will need to think long-term.

- Is there room for improvement?

05. The future?

- What do you want employees to be saying about their working lives in the future? What should be put in place to achieve this?

- Some actions may be quick wins. However in most instances, you will need to think long-term.

- Is there room for improvement?

06. Is there room for improvement?

- What do you want employees to be saying about their working lives in the future? What should be put in place to achieve this?
### ALL QUESTIONS

#### YOUR JOB

<table>
<thead>
<tr>
<th>Question</th>
<th>Response Scale</th>
<th>% Positive</th>
<th>Variance from Previous Survey</th>
<th>Variance from Parent</th>
<th>Variance from Organisation Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am clear about what I am expected to achieve in my job</td>
<td>38 50</td>
<td>88%</td>
<td>+4</td>
<td>+2</td>
<td>+3</td>
</tr>
<tr>
<td>My job makes good use of my skills and abilities</td>
<td>41 45</td>
<td>86%</td>
<td>+6</td>
<td>+3</td>
<td>+7</td>
</tr>
<tr>
<td>I understand how my work contributes to the success of the University</td>
<td>35 49 12</td>
<td>84%</td>
<td>+10</td>
<td>+1</td>
<td>+3</td>
</tr>
<tr>
<td>I understand how my work contributes to the success of my area of the University</td>
<td>39 51 8</td>
<td>90%</td>
<td>+15</td>
<td>+1</td>
<td>+3</td>
</tr>
<tr>
<td>I believe that the work the University does is world class</td>
<td>47 42 8</td>
<td>89%</td>
<td>0</td>
<td>+2</td>
<td>+4</td>
</tr>
<tr>
<td>I am satisfied with the recognition I receive</td>
<td>12 35 31 16</td>
<td>48%</td>
<td>+3</td>
<td>-4</td>
<td>-4</td>
</tr>
<tr>
<td>I feel valued in my current role</td>
<td>16 39 26 13</td>
<td>55%</td>
<td>-</td>
<td>-1</td>
<td>-3</td>
</tr>
<tr>
<td>I have access to sufficient support from within my area of the University</td>
<td>20 52 19 8</td>
<td>71%</td>
<td>0</td>
<td>+6</td>
<td>+8</td>
</tr>
</tbody>
</table>

#### KEY DRIVER QUESTIONS

**Key: At least 5 percentage points greater than comparator**

- Strongly agree
- Agree
- Neither Disagree
- Strongly Disagree

**Key: At least 5 percentage points less than comparator**

- Strongly agree
- Agree
- Neither Disagree
- Strongly Disagree

---

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?

Department of Chemistry | University of Cambridge Staff Survey 2019  
PAGE 06.  
ORC International  
www.orcinternational.com
<table>
<thead>
<tr>
<th>Question</th>
<th>Positive</th>
<th>Improvement</th>
<th>%</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to take ownership and responsibility across the full extent of my role</td>
<td>60%</td>
<td>+8</td>
<td>14</td>
<td>48</td>
</tr>
<tr>
<td>I have a choice in deciding how I do my work</td>
<td>93%</td>
<td>+4</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>I am able to contribute my views before changes are made</td>
<td>91%</td>
<td>+8</td>
<td>32</td>
<td>9</td>
</tr>
<tr>
<td>In my experience people work together effectively between different parts of the University</td>
<td>46%</td>
<td>-</td>
<td>61</td>
<td>23</td>
</tr>
<tr>
<td>In my experience people work together effectively within my area of the University</td>
<td>60%</td>
<td>+1</td>
<td>97</td>
<td>48</td>
</tr>
</tbody>
</table>

**Key**: At least 5 percentage points greater than comparator; At least 5 percentage points less than comparator.
When I joined the University, I was able to find out relevant information about how the University operates
75% +47

My local induction gave me the information and knowledge I need to do my job effectively
80% +38

I have the opportunity to discuss my development needs and performance regularly
65% +18

My probation was well managed
77% +27
I have had a Staff Review and Development meeting (SRD/appraisal) within the last two years

<table>
<thead>
<tr>
<th>Response Scale</th>
<th>Response Count</th>
<th>%</th>
<th>Variance from Parent</th>
<th>Variance from Previous Survey</th>
<th>Variance from Organisation Overall</th>
<th>Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>129</td>
<td>69%</td>
<td>+18%</td>
<td>+9%</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>57</td>
<td>31%</td>
<td>-4%</td>
<td>-9%</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**KEY**
- AT LEAST 5 PERCENTAGE POINTS MORE THAN COMPARATOR
- AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
- AT LEAST 5 PERCENTAGE POINTS GREATER THAN PREVIOUS SURVEY
- AT LEAST 5 PERCENTAGE POINTS GREATER THAN PARENT
- AT LEAST 5 PERCENTAGE POINTS GREATER THAN ORGANISATION OVERALL

**IMPROVEMENT?**
- IS THERE ROOM FOR IMPROVEMENT?
- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.
- IS THERE ROOM FOR IMPROVEMENT?

**RESULTS**
- EXPLORE THE FULL RESULTS - THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

**YOUR DEVELOPMENT RESPONSE SCALE**

**ALL QUESTIONS**
### ALL QUESTIONS

**EXPLORE**

- **Results** - The full results of the survey 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?**

#### KEY DRIVER QUESTIONS

### Department of Chemistry | University of Cambridge Staff Survey 2019

<table>
<thead>
<tr>
<th>Question</th>
<th>Positive</th>
<th>Variance from Parent</th>
<th>Variance from Organisation Overall</th>
<th>Variance from Previous Survey</th>
<th>Positive %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I found my last SRD meeting (appraisal) useful</td>
<td>66%</td>
<td>-3</td>
<td>-3</td>
<td>-3</td>
<td>16%</td>
</tr>
<tr>
<td>I know where to find information about training and development outside</td>
<td>86%</td>
<td>+3</td>
<td>1%</td>
<td>+1</td>
<td>19%</td>
</tr>
<tr>
<td>I found my last SRD meeting (appraisal) useful</td>
<td>66%</td>
<td>-3</td>
<td>-3</td>
<td>-3</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Key**

- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

**Rating Scale**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
<table>
<thead>
<tr>
<th>KEY</th>
<th>RESPONSE COUNT</th>
<th>%</th>
<th>VARIANCE FROM PREVIOUS SURVEY</th>
<th>VARIANCE FROM PARENT</th>
<th>VARIANCE FROM ORGANISATION OVERALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢+5</td>
<td>222</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>🟢+7</td>
<td>67</td>
<td>70%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>🔴-7</td>
<td>155</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>🔴-5</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I have received structured mentoring in relation to my career development.

Explore all questions to see results.
I think there are sufficient opportunities for career progression at the University and the career development/promotion processes are fair.

<table>
<thead>
<tr>
<th>Question</th>
<th>Positive</th>
<th>Variance from Previous Survey</th>
<th>Variance from Parent</th>
<th>Variance from Organisation</th>
<th>Positive Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>27%</td>
<td>+11%</td>
<td>-2%</td>
<td>-3%</td>
<td>47%</td>
</tr>
<tr>
<td>2</td>
<td>37%</td>
<td>-2%</td>
<td>+11%</td>
<td>-3%</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Scores:**
- **Positive:** 27%, 37%
- **Negative:** 73%, 63%
- **Score:** Positive

**Response Scale:**
- Strongly agree: 4
- Agree: 3
- Neither agree nor disagree: 2
- Disagree: 1
- Strongly disagree: 0
### Response Scale

<table>
<thead>
<tr>
<th>Percentage Points Greater Than Comparison</th>
<th>Percentage Points Less Than Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Score</td>
<td>Negative Score</td>
</tr>
<tr>
<td>34</td>
<td>66</td>
</tr>
</tbody>
</table>

### Results

- **Overall**
  - **Variance from Parent**
  - **Variance from Previous Survey**
  - **Response Count**
  - **Response Scale**

### All Questions

- I am aware of the Senior Researcher Promotions process.

- **Response Scale**
  - 48 (66%)
  - 25 (34%)

- **Text Change since Previous Survey**
  - At least 5 percentage points greater than comparator
  - At least 5 percentage points less than comparator

- **Variance from Comparator**
  - At least 5 percentage points greater than comparator
  - At least 5 percentage points less than comparator

- **Variance from Parent**
  - At least 5 percentage points greater than comparator
  - At least 5 percentage points less than comparator

- **Variance from Organisation**
  - At least 5 percentage points greater than comparator
  - At least 5 percentage points less than comparator
I consider the Senior Researcher Promotions process to be fair.

52% of respondents agreed that the process is fair, which is an increase of +10% compared to the previous survey and a +19% increase compared to the parent correlation.

Are there any areas for improvement?

Consider the Senior Researcher Promotions process to be fair.
<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
<th>%</th>
<th>VARIANCE FROM PREVIOUS SURVEY</th>
<th>VARIANCE FROM PARENT CORPORATION</th>
<th>VARIANCE FROM ORGANISATION OVERALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>106</td>
<td></td>
<td>+46</td>
<td>-1</td>
<td>-14</td>
</tr>
<tr>
<td>No</td>
<td>60</td>
<td>57%</td>
<td>-14</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Question</td>
<td>Response</td>
<td>Percentage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I consider the Senior Academic Promotions process to be fair</td>
<td></td>
<td>62%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The University provides good redeployment support</td>
<td></td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>42%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key Driver Questions**

- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

- Look at how your positive score compares to the available comparisons.

- Is there room for improvement?

**Your Development Response Scale**

- **Positive**: Strongly agree, Agree
- **Neutral**: Neither agree nor disagree
- **Negative**: Disagree, Strongly disagree

- **Variance** from previous survey
- **Variance** from parent
- **Variance** from organisational

**Results**

**Explore the Full Results**

**Innovate? Is there room for improvement?**

- **Comparisons Available**: Comparisons to the parent proportion score
- **Look at how your positive score compares to the available comparisons.**

**Support/Mock Interviews**: The University provides good redeployment support.

**Overall**

- **Positive**: Strongly agree, Agree
- **Neutral**: Neither agree nor disagree
- **Negative**: Disagree, Strongly disagree
<table>
<thead>
<tr>
<th>Question</th>
<th>Positive (%)</th>
<th>Variance from Previous Survey</th>
<th>Variance from Parent</th>
<th>Variance from Organisation Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe senior colleagues in my area of the University manage their area well</td>
<td>55%</td>
<td>+8</td>
<td>12</td>
<td>49</td>
</tr>
<tr>
<td>My immediate line manager/supervisor supports me in managing more effective in my job</td>
<td>70%</td>
<td>+4</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>My immediate line manager/supervisor is open to my ideas and suggestions</td>
<td>83%</td>
<td>-</td>
<td>40</td>
<td>46</td>
</tr>
<tr>
<td>I believe that change is well managed in my area of the University</td>
<td>47%</td>
<td>+10</td>
<td>16</td>
<td>21</td>
</tr>
</tbody>
</table>

**Key Driver Questions**

- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

**Key Notes**

- Look at how your positive score compares to the available comparisons.
- Is there room for improvement?
<table>
<thead>
<tr>
<th>QUESTION</th>
<th>POSITIVE SCALE</th>
<th>OVERALL VARIANCE</th>
<th>VARIANCE FROM ORGANISATION</th>
<th>VARIANCE FROM PARENT</th>
<th>PREVIOUS PERCENTAGE FROM ORGANISATION</th>
<th>PREVIOUS PERCENTAGE FROM PARENT</th>
<th>RESPONSE %</th>
<th>KEY DRIVER QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel the University cares about my health and wellbeing</td>
<td>54%</td>
<td>+6</td>
<td>9</td>
<td>43</td>
<td>12</td>
<td>11</td>
<td>I</td>
<td>I am able to strike the right balance between my work and home life</td>
</tr>
<tr>
<td>I am satisfied with the support and flexibility offered to help me manage any stress experienced in my role, so as not to impact on my work or wellbeing</td>
<td>44%</td>
<td>-1</td>
<td>4</td>
<td>36</td>
<td>14</td>
<td>13</td>
<td>-</td>
<td>I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing</td>
</tr>
<tr>
<td></td>
<td>67%</td>
<td>+2</td>
<td>3</td>
<td>43</td>
<td>24</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61%</td>
<td>-1</td>
<td>3</td>
<td>46</td>
<td>12</td>
<td>14</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I have made a formal request to work flexibly

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>22</td>
<td>198</td>
</tr>
<tr>
<td>%</td>
<td>10%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Response Scale**

- **+1**: At least 5 percentage points greater than comparator
- **-1**: At least 5 percentage points less than comparator
- **0**: Similar to comparator

**Key**

- Look at how your score compares to the available comparisons.
- Is there room for improvement?

---

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Life Balance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Work Life Balance

<table>
<thead>
<tr>
<th>Positive Scale</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>86%</td>
</tr>
<tr>
<td>Agree</td>
<td>36%</td>
</tr>
<tr>
<td>Neither Agree/Nor Disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>50%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>-3%</td>
</tr>
</tbody>
</table>

**Question:** (I have made a formal request to work flexibly) I am satisfied with the outcome.

- **Overall Variance:** +1
- **Variance from Parent:** -3
- **Variance from Previous Survey:** 0

---

**Results and Key Driver Questions**

- **Improvement:**
- **Room for Improvement:**

**Comparisons Available**

- Comparisons to the Market
- Comparisons to the Parent Score
- Comparisons to the Overall Score

- **Key Driver Questions**:
  - At least 5 percentage points greater than comparator
  - At least 5 percentage points less than comparator

---

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I am happy with the availability of the University’s child care

**Work Life Balance**

| Question | Response Scale | Positive | Overall
|----------|----------------|----------|-------
|          |                | 16 57 10 13 | -3 -3 -3 |
|          |                | 21%       |       |

---

**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

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Response Count</th>
<th>%</th>
<th>Variance from Previous Survey</th>
<th>Variance from Parent Comparison</th>
<th>Variance from Organisation Overall Mean</th>
<th>Key</th>
</tr>
</thead>
</table>
| Returning Carers Scheme | 67 | 69% | -7 | -7 | -1 | 6%
| My Family Care | 24 | 25% | 0 | 0 | 0 | -6%
| The Space Network | 6 | 6% | 7 | 7 | 6 | 7%

**Key**
- **C**: Above 5 percentage points greater than comparator
- **O**: At least 5 percentage points greater than previous survey
- **P**: At least 5 percentage points greater than parent

---

I am aware of the following schemes available to carers:
- Returning Carers Scheme
- My Family Care
- The Space Network

---

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**ORC International**
### Key Driver Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Positive %</th>
<th>Negative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am clear about the benefits/reward initiatives available at the University</td>
<td>66%</td>
<td>9%</td>
</tr>
<tr>
<td>I am happy with the overall reward package I receive from the University</td>
<td>44%</td>
<td>18%</td>
</tr>
</tbody>
</table>

**Explore**

- **PAY AND BENEFITS**
  - **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), NEUTRAL (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- **PAY AND BENEFITS**
  - **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), NEUTRAL (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).
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 averaged and divided by the number of respondents to create an average score. The reward and benefit options are displayed in order of greatest value to respondents for the report overall.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Pay</th>
<th>Employee discounts</th>
<th>Annual leave</th>
<th>Support with housing</th>
<th>Optional benefits</th>
<th>Pay awards</th>
<th>Childcare benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8.13</td>
<td>4.58</td>
<td>3.87</td>
<td>3.58</td>
<td>4.19</td>
<td>3.86</td>
<td>3.87</td>
</tr>
<tr>
<td>2</td>
<td>8.06</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3.87</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>7.31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>6.29</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>5.98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>4.58</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>4.19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>3.87</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>3.86</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Which current reward and benefit elements are of greatest value to you?
**Inclusion and Fair Treatment**

**Response Scale**
- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

### Key Driver Questions
- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

#### All Questions

1. **I believe that individual differences (e.g. culture and background) are valued in my area of the University**
   - 67% strongly agree
   - 21% agree
   - 19% neither agree nor disagree
   - 3% disagree
   - 9% strongly disagree

2. **I believe that individual differences (e.g. culture and background) are valued in the University**
   - 77% strongly agree
   - 19% agree
   - 19% neither agree nor disagree
   - 3% disagree
   - 9% strongly disagree

### Results

- Look at how your positive score compares to the available comparisons.
- Is there room for improvement?
I am aware of the procedures for reporting bullying, harassment or sexual misconduct

<table>
<thead>
<tr>
<th>RESPONSE SCALE</th>
<th>OVERALL</th>
<th>VARIANCE FROM PREVIOUS SURVEY</th>
<th>VARIANCE FROM ORGANISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>Count</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>192</td>
<td>-4</td>
<td>+4</td>
</tr>
<tr>
<td>No</td>
<td>59</td>
<td>-3</td>
<td>+4</td>
</tr>
</tbody>
</table>

In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct

<table>
<thead>
<tr>
<th>RESPONSE SCALE</th>
<th>OVERALL</th>
<th>VARIANCE FROM PREVIOUS SURVEY</th>
<th>VARIANCE FROM ORGANISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>Count</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>28</td>
<td>-4</td>
<td>-4</td>
</tr>
<tr>
<td>No</td>
<td>192</td>
<td>-3</td>
<td>+4</td>
</tr>
</tbody>
</table>

In practice, when responding to the question above, I was aware of the procedures for reporting bullying, harassment and sexual misconduct

<table>
<thead>
<tr>
<th>RESPONSE SCALE</th>
<th>OVERALL</th>
<th>VARIANCE FROM PREVIOUS SURVEY</th>
<th>VARIANCE FROM ORGANISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>Count</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>161</td>
<td>-3</td>
<td>-4</td>
</tr>
<tr>
<td>No</td>
<td>35</td>
<td>-2</td>
<td>+4</td>
</tr>
</tbody>
</table>
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:

- I did not know how to report it
- The data for this question has been hidden for anonymity reasons.
- I was worried that I wouldn't be believed
- The data for this question has been hidden for anonymity reasons.
- I didn’t want to get anyone into trouble
- The data for this question has been hidden for anonymity reasons.
- I believed that nothing would be done
- The data for this question has been hidden for anonymity reasons.
- I had concerns it would affect my career
- The data for this question has been hidden for anonymity reasons.
- I couldn’t prove the behaviour took place
- The data for this question has been hidden for anonymity reasons.

46
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:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Response Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was worried the perpetrator would retaliate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I didn’t want anyone to know/feel embarrassed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It wasn’t serious enough to warrant a complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The victim did not want the matter to be reported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was worried about being called a trouble</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The data for this question has been hidden for anonymity reasons.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| It wasn’t serious enough to warrant a complaint as a reason for reporting the incident(s) is 46.

The data for this question has been hidden for anonymity reasons.

Explore the full results and how the questions were asked in the survey. Look at how your positive score compares to the available comparisons. Is there room for improvement?
In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct.

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>20</td>
<td>91</td>
</tr>
<tr>
<td>Yes</td>
<td>199</td>
<td>9</td>
</tr>
</tbody>
</table>

**Analysis:**
- **Key:**
  - AT LEAST 5 PERCENTAGE POINTS GREATER THAN PREVIOUS SURVEY
  - AT LEAST 5 PERCENTAGE POINTS LESS THAN PREVIOUS SURVEY

**Results:**
- **Inclusion and Fair Treatment:**
  - There is room for improvement.
  - Look at how your positive score compares to the available comparisons.
  - Is there room for improvement?

**Key Points:**
- Comparisons available: compares to the parent survey and the organisation.
- Text change since previous survey.
- At least 5 percentage points greater than comparator.
- At least 5 percentage points less than comparator.

**Variance:**
- Variance from previous survey.
- Variance from parent survey.
- Variance from organisation survey.
I did not know how to report it

<table>
<thead>
<tr>
<th>KEY</th>
<th>AT LEAST 5 PERCENTAGE POINTS LESS THAN PREVIOUS SURVEY</th>
<th>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

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 consider to be bullying behaviour, harassment or sexual misconduct if you did not report the incident(s). Please choose the reason(s) below:

- I did not know how to report it
- I was worried that I wouldn't be believed
- I believed that nothing would be done
- I didn't want to get anyone into trouble
- I believed that it would affect my career
- I couldn't prove the behaviour took place
- The data for this question has been hidden for anonymity reasons.
Explore the full results - These pages show the non-standard questions asked in the survey and how the proportion of colleagues responded.

- Look at how your positive score compares to the available comparisons.

Is there room for improvement?

Inclusion and Fair Treatment

### Key

- **>= 5 percentage points greater than comparator**
- **<= 5 percentage points less than comparator**

### Results

#### Overall

<table>
<thead>
<tr>
<th>Survey</th>
<th>Previous Survey</th>
<th>VARIANCE FROM PARENT</th>
<th>VARIANCE FROM ORGANISATION</th>
<th>RESPONSE COUNT</th>
<th>RESPONSE SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Include and Fair Treatment

The data for this question has been hidden for anonymity reasons.

- It wasn’t serious enough to warrant a complaint.
- The data for this question has been hidden for anonymity reasons.
- I was worried about being called a troublemaker.
- The data for this question has been hidden for anonymity reasons.
- I didn’t want anyone to know/feel embarrassed.
- The data for this question has been hidden for anonymity reasons.
- I did not want the matter to be reported.
- The data for this question has been hidden for anonymity reasons.
- I was worried about being called a troublemaker.
- The data for this question has been hidden for anonymity reasons.
- Other (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 consider to be bullying, harassment, or sexual misconduct, please consider the reasons below.

(To the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment, or sexual misconduct)
### Key Driver Questions

#### Communication

<table>
<thead>
<tr>
<th>Question</th>
<th>Overall</th>
<th>Variance from Parent</th>
<th>Variance from Previous Survey</th>
<th>Response Scale</th>
<th>Positive %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel informed about what is happening in the University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>56%</td>
</tr>
<tr>
<td>I feel informed about what is happening in the University of Cambridge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>46%</td>
</tr>
<tr>
<td>I feel informed about what is happening in my area of the University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>32%</td>
</tr>
</tbody>
</table>

**Stark Driver Questions**

- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

**Variances**

- Strongly Agree (+4+)
- Agree (+2+)
- Neither Agree nor Disagree (0)
- Disagree (-2-)
- Strongly Disagree (-4-)

**Comparisons**

- Available to the Comparator
- Available to the University

**Key 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?

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<table>
<thead>
<tr>
<th><strong>Question</strong></th>
<th><strong>Response Count</strong></th>
<th><strong>%</strong></th>
<th><strong>Variance from Previous Survey</strong></th>
<th><strong>Text Change Since Previous Survey</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>How can the University’s communications with you be improved?</td>
<td>510</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Find new ways to provide feedback on issues affecting your work</td>
<td>62</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve distribution lists</td>
<td>57</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide more opportunities to network with peers</td>
<td>73</td>
<td>14%</td>
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<tr>
<td>Provide more information via email on University issues</td>
<td>48</td>
<td>9%</td>
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<tr>
<td>Make it easier to find information on University websites</td>
<td>122</td>
<td>24%</td>
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<tr>
<td>Reduce the number of emails you receive on work-related matters</td>
<td>62</td>
<td>12%</td>
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<tr>
<td>Run more open meetings and roadshows on key issues</td>
<td>54</td>
<td>11%</td>
<td></td>
<td></td>
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<tr>
<td>Find new ways to provide feedback on issues affecting your work</td>
<td>62</td>
<td>12%</td>
<td></td>
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<tr>
<td>Use social media more</td>
<td>24</td>
<td>5%</td>
<td></td>
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<tr>
<td>Run more open meetings and roadshows on key issues</td>
<td>8</td>
<td>2%</td>
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</table>
ALL QUESTIONS

EXPLORE THE FULL RESULTS

- LOOK AT YOUR PROPORTION OF COLLEAGUES (STRONGLY AGREE) + AGREE), NEUTRARILY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

PEERCEPTIONS OF THE DEPARTMENT/ SCHOOL/ UNIVERSITY

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION OVERALL

I am proud to work for the University of Cambridge 87%

I would recommend the University as a great place to work 77%

I would recommend my area of the University as a great place to work 76%

I feel a strong sense of belonging to the University 61%

I believe positive changes have been made as a result of previous surveys 19%

I believe action will be taken on the results of this survey 35%

KEY DRIVER QUESTIONS

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

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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.

35% of employees replied favourably to:

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

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT

0

35%

35%

42%

24%

% positive
% neutral
% negative

35% positive
35% neutral
42% negative

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**The things we do well:**

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

**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?

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

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

**Prioritise 3 Areas**

<table>
<thead>
<tr>
<th>Target / Success Measure</th>
<th>Resources Required</th>
<th>Owner</th>
<th>Timelines</th>
<th>For Action</th>
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**Celebrate**

What can we build on and turn into action, from what we are good at.

**Investigate Further**

MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF.

**Opportunities**

ARE THERE ANY OTHER OPPORTUNITIES COMING OUT OF THE RESULTS THAT WE WANT TO EXPLORE FURTHER?

**Time to take action**

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 INVESTIGATE AREAS WHICH YOU NEED TO INVESTIGATE.
- PRIORITISE 3 AREAS TO CELEBRATE OPPORTUNITIES.
- DEFINE AREAS TO FOCUS ON.

**Timescales**

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**Resources**

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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.

\[
\text{% Positive} = \frac{\text{Number of Positive Responses}}{\text{Number of Responses}} \times 100
\]

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%.

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 THE DATA ANALYSIS OVERALL.

AND THE Scores FOR THEIR GROUP.

The scores for the group.

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 THE DATA ANALYSIS OVERALL.