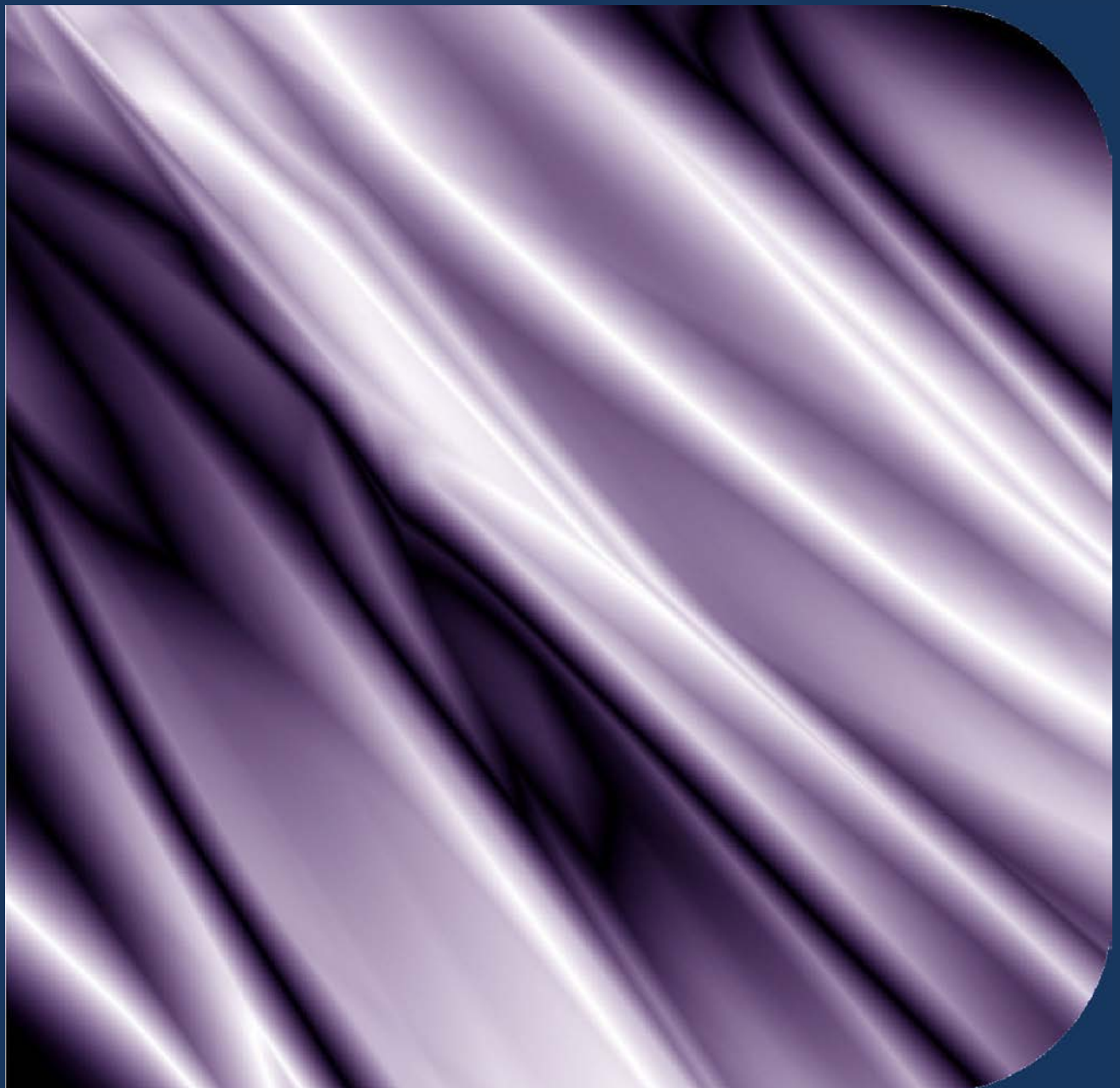


University of Huddersfield

Quality of Working Life Survey

Full Analysis

May, 2013



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Introduction

This report provides a comprehensive analysis of the 2013 University of Huddersfield, Quality of Working Life Survey. The survey incorporated the QoWL Work-Related Quality of Life (WRQoL) Scale, the Health and Safety Executive's (HSE) Work-Related Stress Scale and the QoWL Workplace Well-being Outcome Scale (WVO).

This combination of scales allows analysis of the important issues affecting the overall employment experience of employees, and allows interpretation within the broader context of work and individual related factors. Questions from the QoWL surveys have been used in employee surveys for 10 years and the HSE questions are drawn from UK government programmes targeting work-related stress.

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

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

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

The University of Huddersfield, Quality of Working Life Survey (2013) was distributed electronically with respondents using a web link to enter the data in an online questionnaire. In addition a paper-based version of the questionnaire was made available. The survey was closed 6 weeks after the first issue of the questionnaire. 901 responses (62 on paper) were received from a total of approximately 1773 employees (overall response rate = 50.1%). Some respondents missed more than 5% of the overall questions and these were discarded. This report is based on the remaining 833 valid responses, (valid response rate 47.0%). Please note that some staff may not have had ready access to a computer or to the paper copies to complete this online survey, and so the effective response rate is likely to have been higher.

Where relevant, comparison data are shown for the University of Huddersfield 2009 and 2011.

For further details of the survey, or to discuss interventions to improve employee's quality of working life, please contact: Dr Darren Van Laar, Chartered Psychologist (Tel: 02392 84 6306, darren.van.laar@port.ac.uk).

Privacy Policy

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

Guide to interpreting this document

Questionnaire format

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

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

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

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

Data and figure details

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

Work-Related Quality of Life Analysis

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

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

The table below compares summary scores for the current, 2013 survey (N = 833), 2011 survey (N = 890) with the survey from 2009 (N=972) and the QoWL University Benchmark sample which is derived from a sample of 5963 employees from across the UK University sector.

Descriptive Statistics for WRQoL Subscales and Overall question	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	QoWL BMARK %Agree
General Well Being (GWB) How much you agree you feel generally content with life as a whole.	61	58	57	55
Home-Work Interface (HWI) How far you agree that the organisation understands and tries to help you with pressures outside of work.	63	64	64	58
Job Career Satisfaction (JCS) How far you agree that you are generally happy with your ability to do your work.	64	60	60	56
Control at Work (CAW) How far you agree you feel you are involved in decisions that affect you at work.	57	57	58	54
Working Conditions (WCS) The extent you agree that you are happy with conditions in which you work	72	75	74	66
Stress at Work (SAW)* How far you feel agree you experience stress at work.	41	40	42	45
Overall Quality of Working Life (Q65) I am satisfied with the overall quality of my working life.	69	65	66	60

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 5% higher satisfaction than the QoWL Benchmark value. Red at least 5% lower satisfaction than the QoWL Benchmark value.

*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: General staff categories

The table below compares the 2013 WRQoL all university survey summary scores for the staff groups of: Researchers, Academics and Support staff (made up of all School based, Service based and Facilities based staff). Please note Managers are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories.

Descriptive Statistics for WRQoL Subscales and Overall question	Researchers %Agree	Academics %Agree	Support %Agree	2013 All Survey %Agree
General Well Being (GWB)	55	44	63	57
Home-Work Interface (HWI)	70	47	72	64
Job Career Satisfaction (JCS)	56	51	62	60
Control at Work (CAW)	57	50	59	58
Working Conditions (WCS)	78	61	80	74
Stress at Work (SAW)*	28	63	30	42
Overall Quality of Working Life (Q65)	52	51	74	66
Sample Size (N)	29	265	464	833

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 5% higher satisfaction than the All Survey value. Red at least 5% lower satisfaction than the All Survey value.

*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: Staff-gender categories

The table below compares the 2013 WRQoL all university survey summary %Agree scores for Males and Females and for males and females within the academic / researcher combined staff group and the support staff groups (made up of all School based, Service based and Facilities based staff). Please note Managers are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores, gender and staff group information, so numbers may not add up across categories.

Descriptive Statistics for WRQoL Subscales and Overall question	All Fem	All Male	A/R Fem	A/R Male	SS Fem	SS Male	2013 All Survey
General Well Being (GWB)	59	54	48	43	63	61	57
Home-Work Interface (HWI)	67	60	50	49	73	70	64
Job Career Satisfaction (JCS)	63	55	55	47	64	57	60
Control at Work (CAW)	59	59	54	48	58	62	58
Working Conditions (WCS)	77	70	66	60	81	76	74
Stress at Work (SAW)*	39	45	60	60	30	30	42
Overall Quality of Working Life (Q65)	70	60	55	48	76	70	66
Sample Size (N)	517	306	144	145	336	125	833

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

A/R = Academics and Researchers; SS = Support Staff; Fem = females.

Green at least 5% higher satisfaction than the All Survey value. Red at least 5% lower satisfaction than the All Survey value.

*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: Non-Academic department categories

The table below compares the 2013 WRQoL all university survey summary %Agree scores for staff from non-academic departments. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories. The sample size in some columns is less than 20 and so the colour coding shows differences 10% higher or lower than the 2013 all survey figures. The Other group is made up of a mixture of staff, including those who did not wish to provide their staff group information.

	Admissions & Records Office	Computing & Library Services	Estates & Facilities	Finance	Human Resources	International Office	Marketing, Comm. & PR	Research & Enterprise	Student Support Services	VC's Office	Other	2013 All Survey
GWB	62	58	61	62	77	82	73	61	72	86	46	57
HWI	90	71	64	82	93	82	96	72	73	97	49	64
JCS	59	70	56	66	87	69	77	61	68	91	42	60
CAW	67	70	51	67	86	82	75	63	58	94	35	58
WCS	87	82	67	83	99	85	97	75	79	94	56	74
SAW	35	29	32	15	16	23	26	32	28	14	55	42
Q65	85	78	67	75	97	82	87	84	78	100	57	66
N	13	78	66	20	29	11	23	19	32	11	21	833

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 10% higher satisfaction than the All Survey value. Red at least 10% lower satisfaction than the All Survey value.

GWB = General Well Being; HWI = Home-Work Interface; JCS = Job Career Satisfaction; CAW = Control at Work; WCS = Working Conditions; SAW = Stress at Work; q65 = Overall Quality of Working Life; N = Sample size; Q65 = Overall quality of working life.

*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: Academic School Categories

The table below compares the 2013 WRQoL all university survey summary %Agree scores for staff from Academic Schools. Note that not every respondent provided survey scores, department and staff group information, so numbers may not add up across categories. The sample size in some rows is less than 20 and so the colour coding shows differences 10% higher or lower than the 2013 all survey figures.

	Staff Gp	GWB	HWI	JCS	CAW	WCS	SAW	q65	N (min)
Business School	all	50	58	55	51	77	47	60	83
	A/R	47	51	52	46	75	55	55	55
	SS	58	75	57	53	80	31	67	23
School of Applied Sciences	all	51	49	48	52	63	48	57	46
	A/R	38	38	47	47	49	67	50	25
	SS	68	63	49	54	82	25	68	18
School of Art, Architecture & Design	all	47	46	46	52	57	56	45	46
	A/R	41	38	38	50	46	62	31	25
	SS	49	53	50	50	68	50	56	17
School of Computing & Engineering	all	47	47	46	50	56	53	49	73
	A/R	25	23	27	32	32	70	27	37
	SS	70	69	62	66	80	35	71	30
School of Education and Prof. Dev.	all	61	62	74	67	81	53	67	43
	A/R	64	48	72	66	73	68	59	20
	SS	63	79	72	61	89	34	68	18
School of Human & Health Sciences	all	56	69	62	54	75	45	69	123
	A/R	53	65	64	58	73	54	68	79
	SS	60	75	57	41	79	28	71	40
School of Music, Hum. & Media	all	58	64	61	68	81	43	67	50
	A/R	51	62	56	67	76	50	53	29
	SS	66	70	67	65	87	31	83	18
2013 Survey	ALL	57%	64%	60%	58%	74%	42%	66%	825

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Staff Gp: all = All School staff; A/R = Academics and Researchers; SS = Support Staff; Fem = females. N = Sample size.

Green at least 10% higher satisfaction than the All Survey value. Red at least 10% lower satisfaction than the All Survey value.

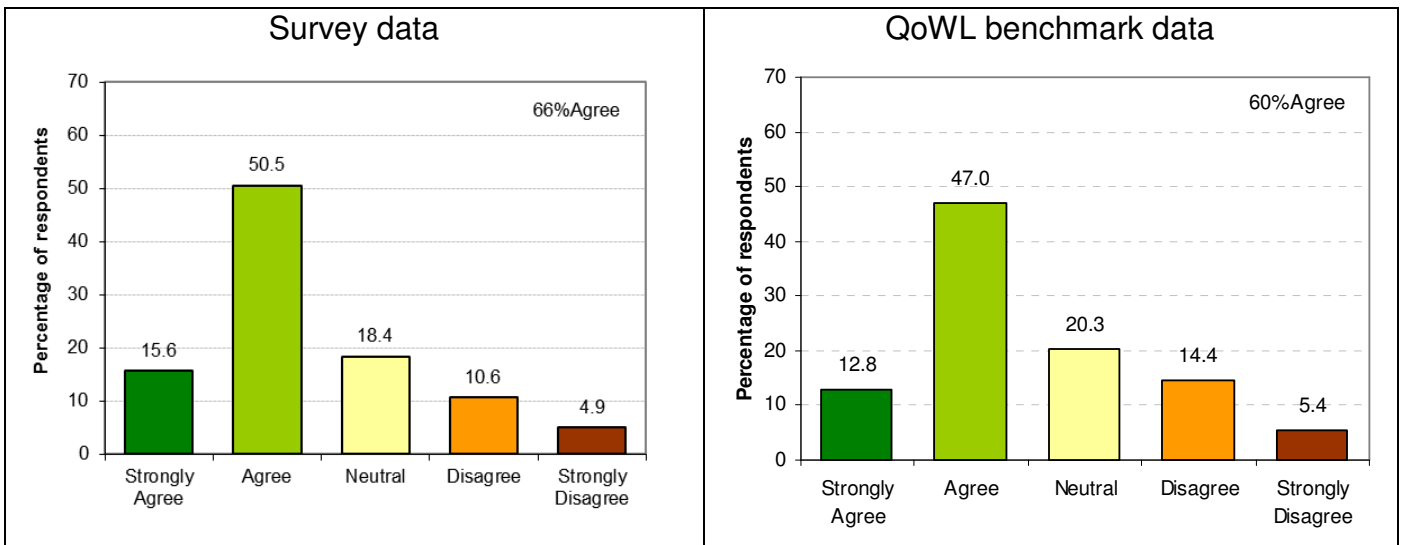
*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQoL details

WRQoL: Overall Quality of Working Life (Q65)

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

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



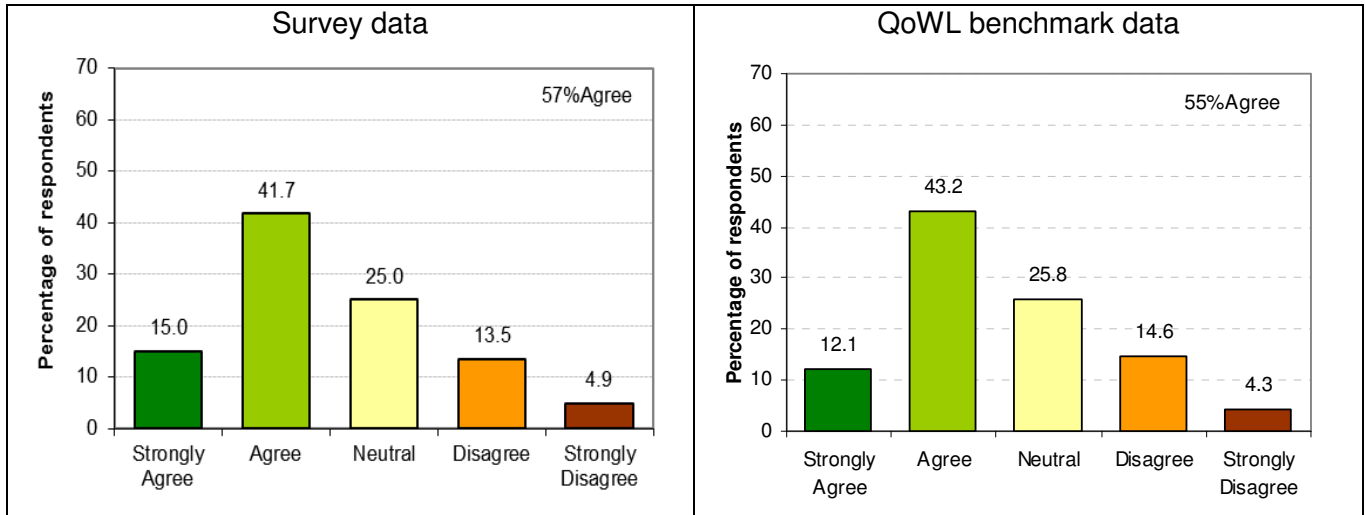
Employees in this organisation who responded to the survey tended to be more satisfied with the overall quality of their working life compared to the QoWL University benchmark sample. 66% of employees responding to this question in this survey agreed they were satisfied overall with their QoWL, compared to 60% of the benchmark sample and 65% in the 2011 survey.

WRQoL Subscale details

WRQoL: General Well-Being (GWB)

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

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



The proportion of those responding at University of Huddersfield who indicated that they felt generally content with life (57%) as a whole is higher than for the benchmark sample (55%), and the score is slightly lower than the 2011 University of Huddersfield survey result of 58%.

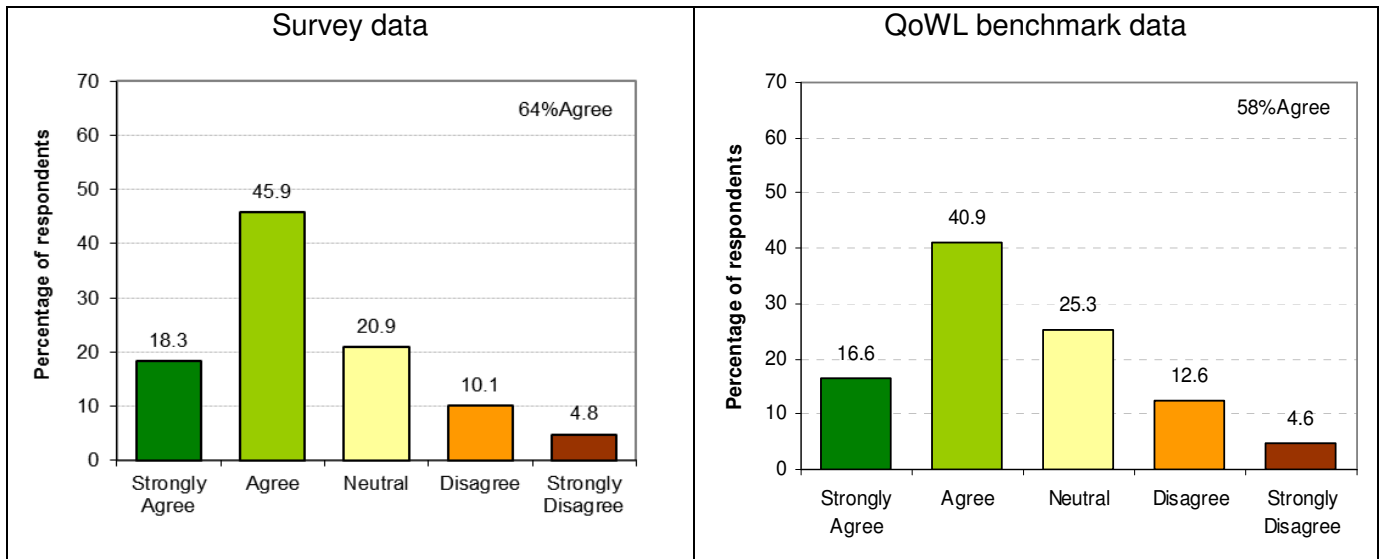
Psychological well-being can affect an individual's performance at work for better or for worse. When people feel good, they work well and enjoy being at work more. On the other hand, when people feel low, or anxious, or ill at ease, regardless of whether the distress springs from their work or from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

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

WRQoL: Home-Work Interface (HWI)

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

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



Some 64% of employees responding to this factor strongly agreed or agreed that the interface between work and home issues was good. The score for this factor is higher than the QoWL benchmark sample Agree average of 58%. The result for this factor indicates a similar level of satisfaction to that of the 2011 survey (64%).

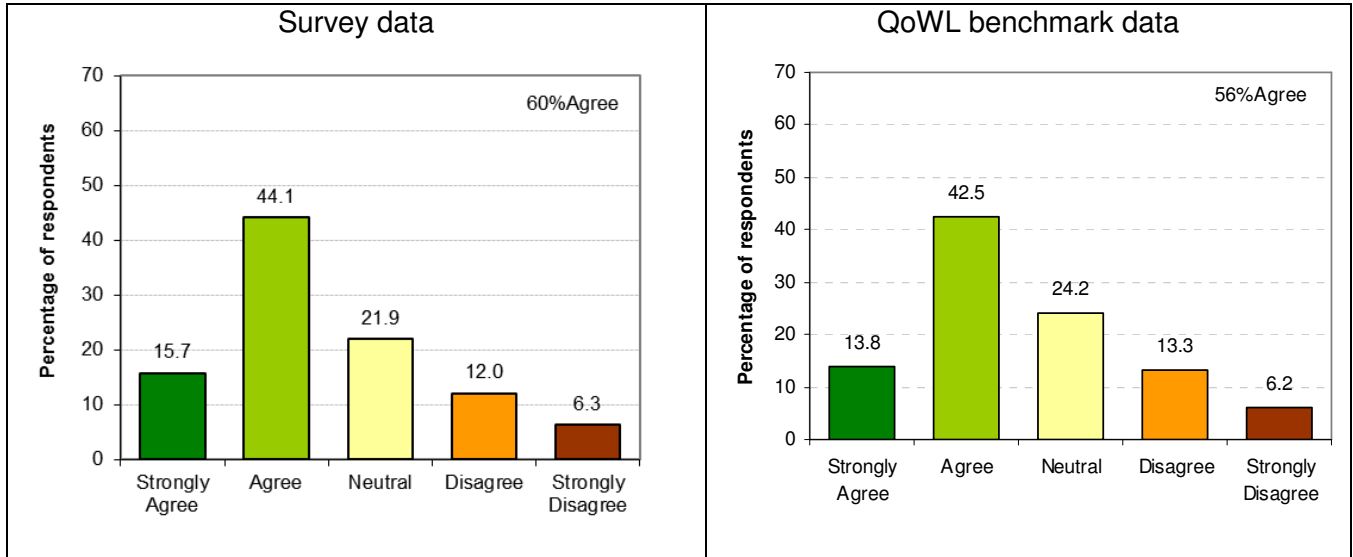
The issues relevant to the HWI include flexible hours, working from home, job rotation, maternity and parental leave, child and dependent care. The key issues in HWI often change over time and are often best identified, monitored and addressed through an ongoing partnership between employees and the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

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

WRQoL: Job Career Satisfaction (JCS)

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

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



Approximately 60% of staff agreed or strongly agreed that they experienced satisfaction with the career and fulfilment related aspects of their job, compared to 56% of the benchmark sample. This result is the same as in the 2011 University of Huddersfield survey result (60%).

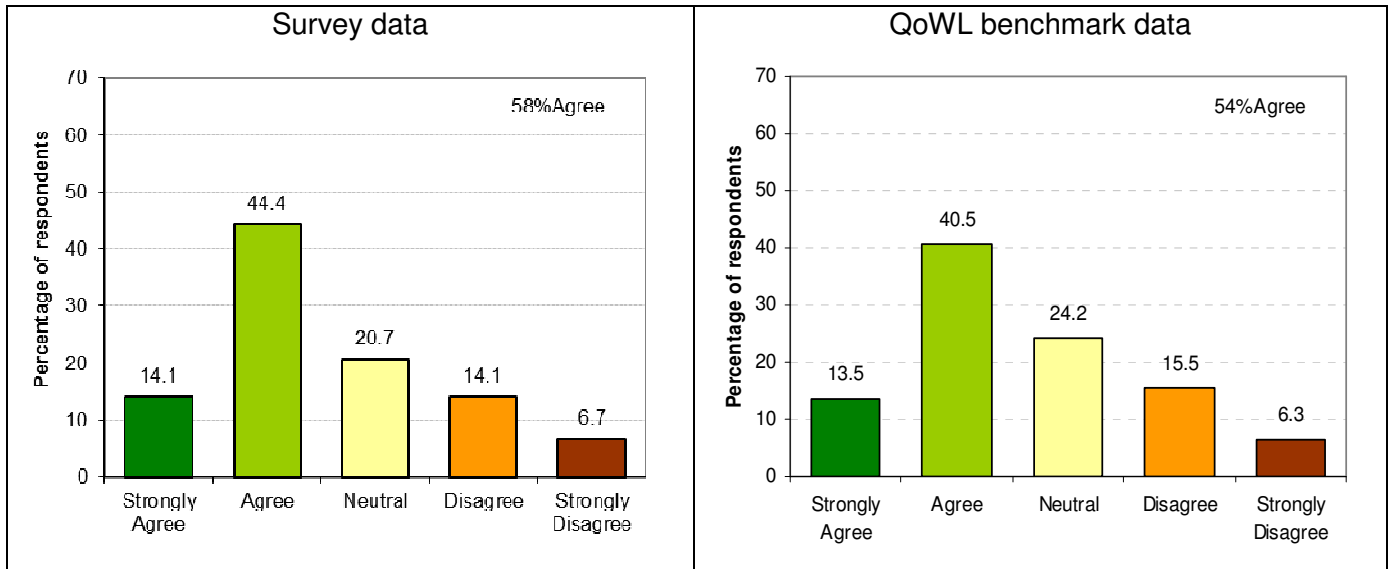
Research has indicated that the most important determinants of job satisfaction are employees' interest in their work, good colleague relationships, high incomes, independent working and clearly defined career opportunities. Some researchers have proposed that job satisfaction depends, on one hand, on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

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

WRQoL: Control at Work (CAW)

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

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



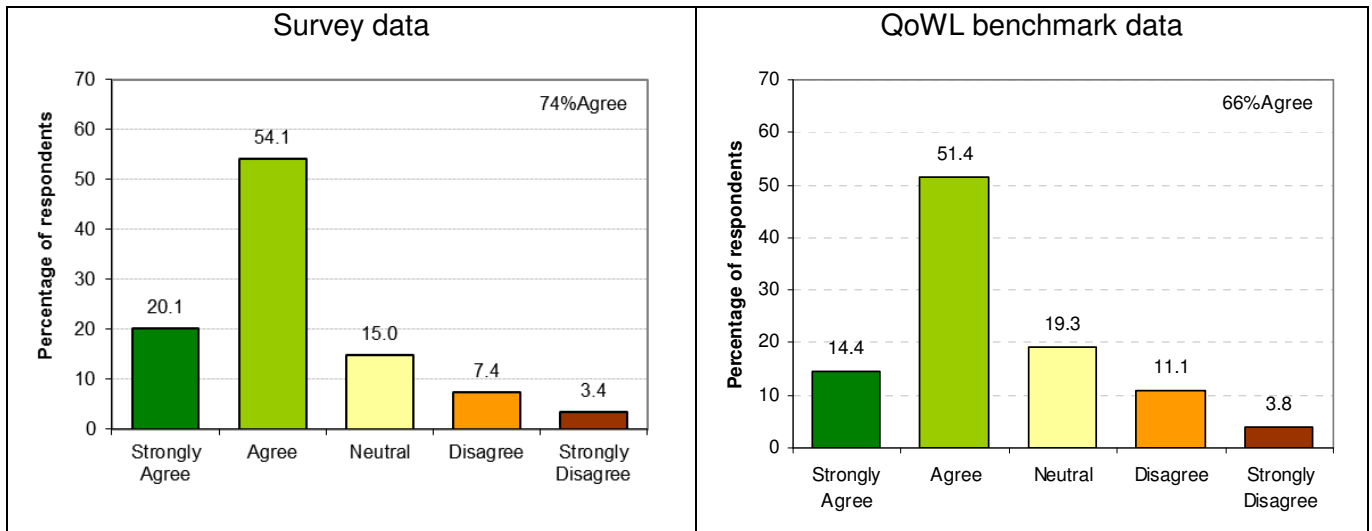
Level of agreement (58%) with statements indicating that respondents experienced a good level of control at work was higher than that of the benchmark sample (54%), and slightly higher than for the Huddersfield 2011 survey (57%).

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

WRQoL: Working Conditions (WCS)

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

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



Results from the 2013 survey indicated that staff generally felt much more satisfaction (74%) with their working conditions when compared to the benchmark sample (66%). The 2013 result is slightly lower than that for the 2011 survey (75%).

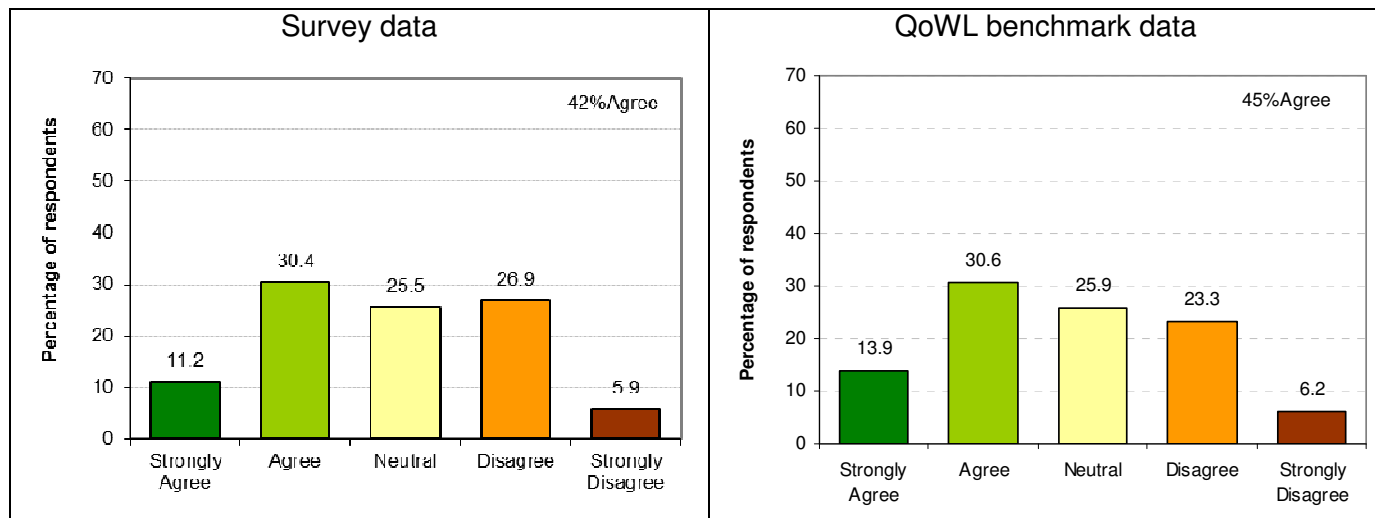
The WCS factor is conceptually related to JCS within the current QoWL model. The JCS factor reflects the degree to which the workplace provides an individual with the best things at work - the things that make them feel good, such as; achieving personal development, goals, promotion and recognition,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

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

WRQoL: Stress at Work (SAW)

How far you feel agree you experience stress at work.

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



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

Approximately 42% of respondents agreed or strongly agreed that they experienced high levels of stress and pressure at work. This average level of agreement is lower than for the benchmark sample (45% agreed) indicating that staff felt less stress overall than for the benchmark sample. The 2013 SAW result shows that staff reported a slightly higher level of stress overall than in the 2011 survey finding for the University of Huddersfield (40%).

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

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

HSE Management Standards Analysis

HSE Scale Background

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

The table below illustrates the HSE Work-Related Stress scale scores as a percentage of people (%Agree) agreeing or strongly agreeing (or in some questions indicating often or always) with that subscale. The columns show the HSE %Agree scores for the current, 2013 survey, the 2011 and 2009 surveys and the QoWL University benchmark sample of 5963 UK university staff

Descriptive Statistics for 'HSE' Subscales	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	QoWL Univ. BMARK %Agree
Role: Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	81	80	83	78
Peer Support: Includes the encouragement, sponsorship and resources provided by colleagues	72	72	70	68
Relationships*: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	70	69	68	69
Managerial Support: Includes the encouragement, sponsorship and resources provided by the organisation, line management	57	55	55	53
Demands*: How far respondents agree they can cope with demands made of them regarding workload, work patterns, and the work environment	33	35	36	36
Control: How much say the person has in the way they do their day-to-day job	69	67	67	70
Change: How organisational change (large or small) is managed and communicated in the organisation	43	45	43	39

Notes: %Agree = percentage of respondents agreeing or strongly agreeing to this factor;

Green at least 5% higher satisfaction than the QoWL University Benchmark value. **Red** at least 5% lower satisfaction than the QoWL University Benchmark value.*Negatively phrased items in the questionnaire have been reversed so that higher values indicate less stress.

HSE subscale summary

Comparison of survey findings for the University of Huddersfield respondents with the QoWL University benchmark data indicates that, on the whole Huddersfield staff results have shown little change through 2009, 2011 and 2013.

Workplace Well-being Outcome (WVO) Analysis

WVO Scale Background

The WVO contains 21 questions designed to look at issues that are linked to general quality of working life (see questions 59 to 79 in the question individual breakdown section). Issues such as perceived productivity, organisational pride, overall job satisfaction and intention to quit are all important outcomes which have been found to be related to quality of working life. For example, question 65 is also used as a key indicator of overall quality of working life.

WVO Scale question	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	Univ. BMARK %Agree
q59: I am paid fairly for the job I do, given my experience	66	65	57	50
q60: My relationships with other staff are as good as I would like them to be	74	74	75	71
q61: The quality of supervision is as good as I would want it to be	59	57	58	55
q62: My work is as interesting and varied as I would want it to be	72	67	69	64
q63: I intend to stay working for this organisation for at least the next 12 months	83	81	79	73
q64: I feel my job is secure	60	26	55	61
q65: I am satisfied with the overall quality of my working life	69	65	66	60
q66: I am able to achieve a healthy balance between my work and home life	63	63	61	58
q67: I feel motivated to do my best in my current job	74	73	71	66
q68: I enjoy my work	80	79	80	74
q69: My family supports my work commitments	81	82	83	78
q70: The organisation communicates well with its employees	53	69	68	37
q71: I am proud to tell others that I am part of this organisation	78	80	82	68
q72: I am more productive than other people who do a similar job	50	50	53	47
q73: I tend to worry more than most other people	32	31	36	37
q74: I would recommend this organisation as a good one to work for	76	78	81	63
q75: I get a sense of achievement from doing my job	81	80	81	75
q76: In the last year I have performed well in my job	91	90	88	85
q77: Travelling to work is a problem for me	16	16	13	16
q78: I am able to get the sleep I need every night	51	50	48	43
q79: Overall, taking everything into consideration, I am satisfied with my job as a whole	75	73	73	54

Notes: %Agree. The percentage of who responded agree or strongly agree (or always or often) to this factor.

Red: A difference of 5% or less from the benchmark. **Green:** A difference of 5% or greater.

The table above compares the %Agree scores of those employees in this organisation who responded to the survey, with that of the QoWL University benchmark sample.

Notable findings include the high number of University of Huddersfield scores which are more than 5% better than the University sector benchmark. Question 64: "I feel my job is secure" has shown particularly high level of variation, although there appears to have been substantial improvement from 2011.

Analysis of individual questions 1 to 80

For questions 1 to 80, 'Percent answering' is the rounded percentage of the total number of respondents who answered that question.

Notes

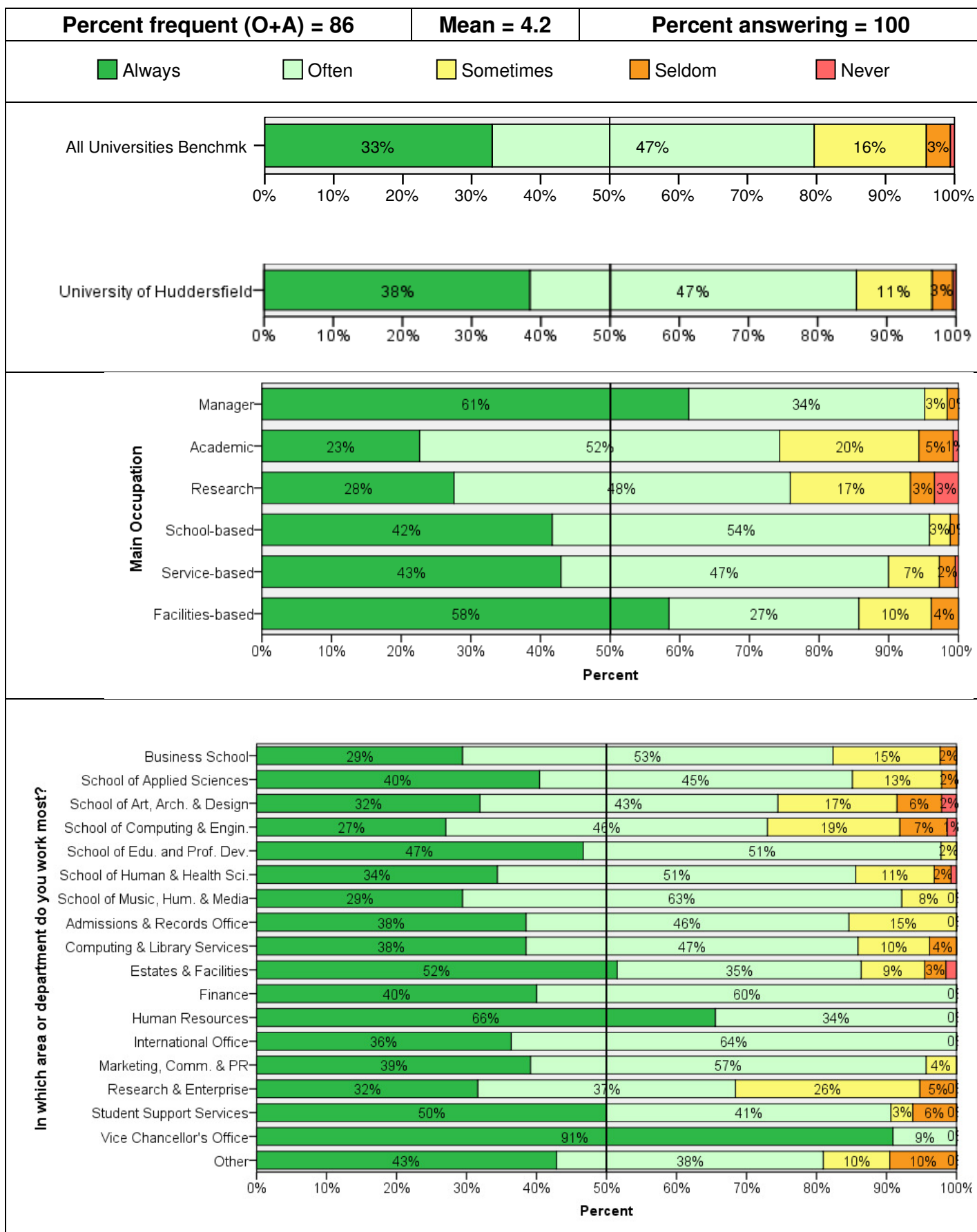
Some of the questions were negatively phrased, therefore for these questions only, stronger agreement is associated with a more negative opinion. The reader is reminded of this within the report by '**(-ve)**' alongside the question text.

For questions 1 to 23 'Percent frequent' refers to the rounded percentage of respondents to the question who answered either Often or Always (O + A) to the question.

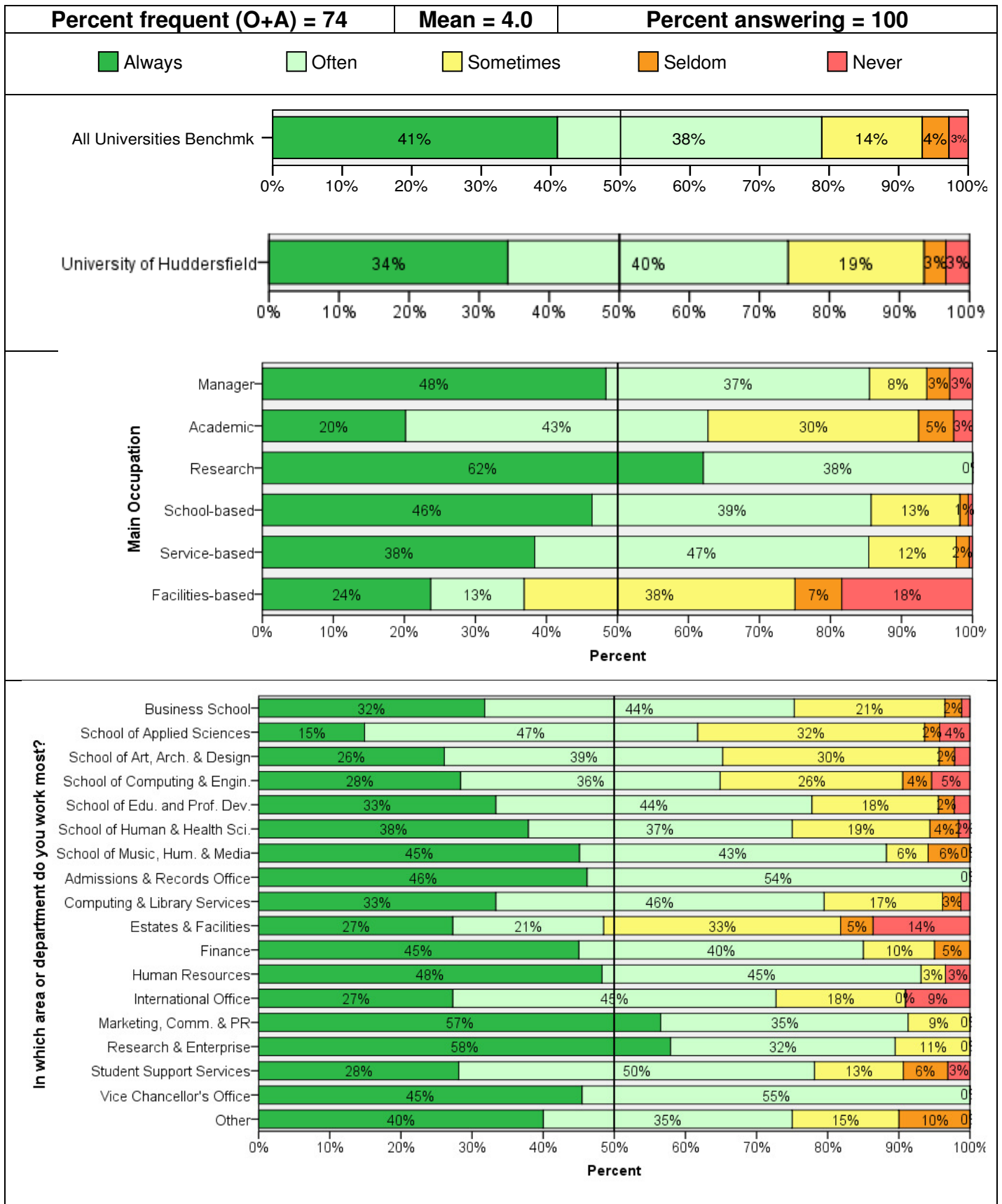
For questions 24 to 80 'Percent agreeing' refers to the rounded percentage of respondents to the questions who answered either Agree or Strongly Agreed (A + SA) to the question.

For questions 1 to 80 the 'Mean' value is the average produced if on the five point scale the lowest category (e.g. Never) is allocated a value of 1 and the highest (e.g. Always) a value of 5.

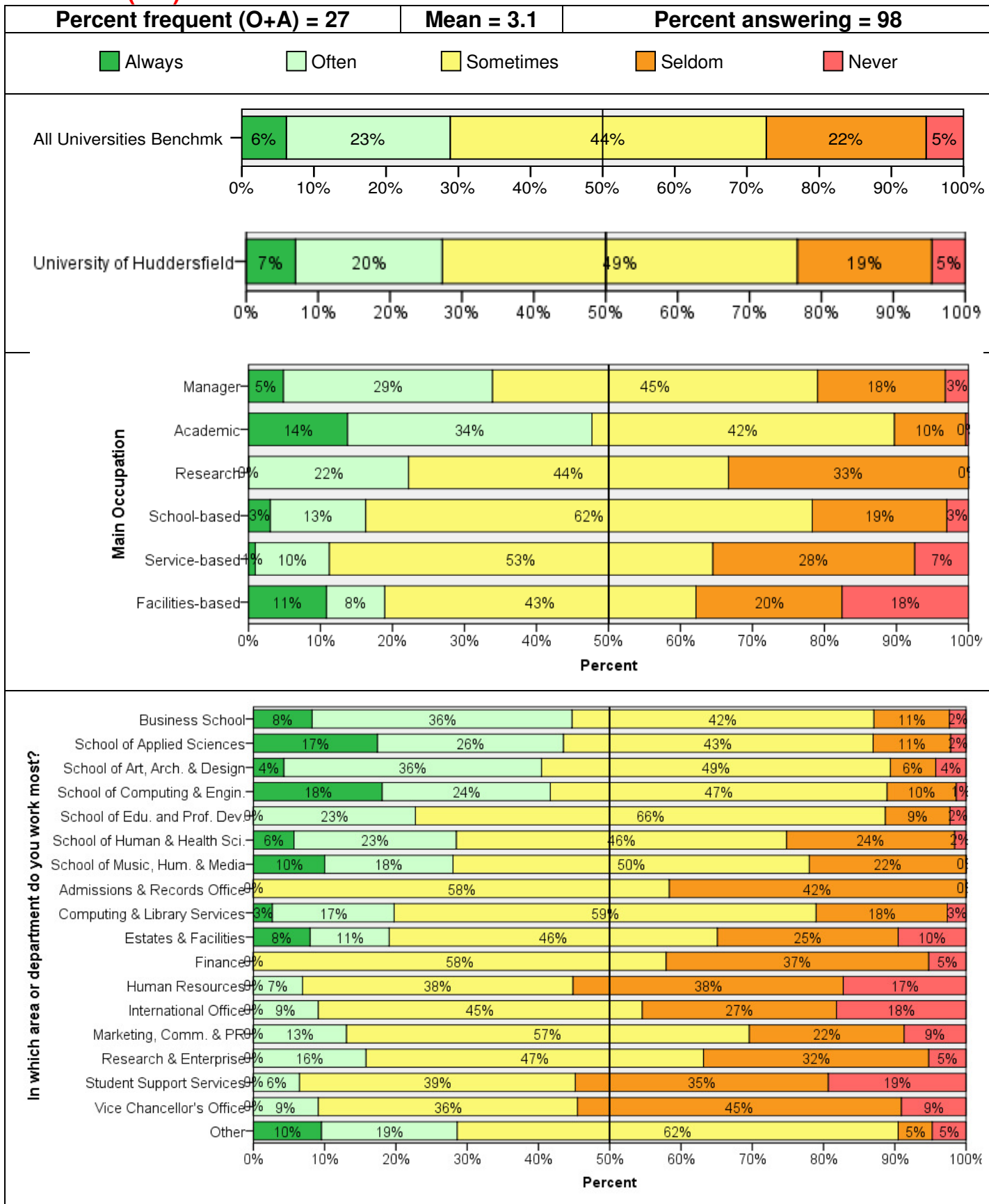
Question 01: I am clear what is expected of me at work



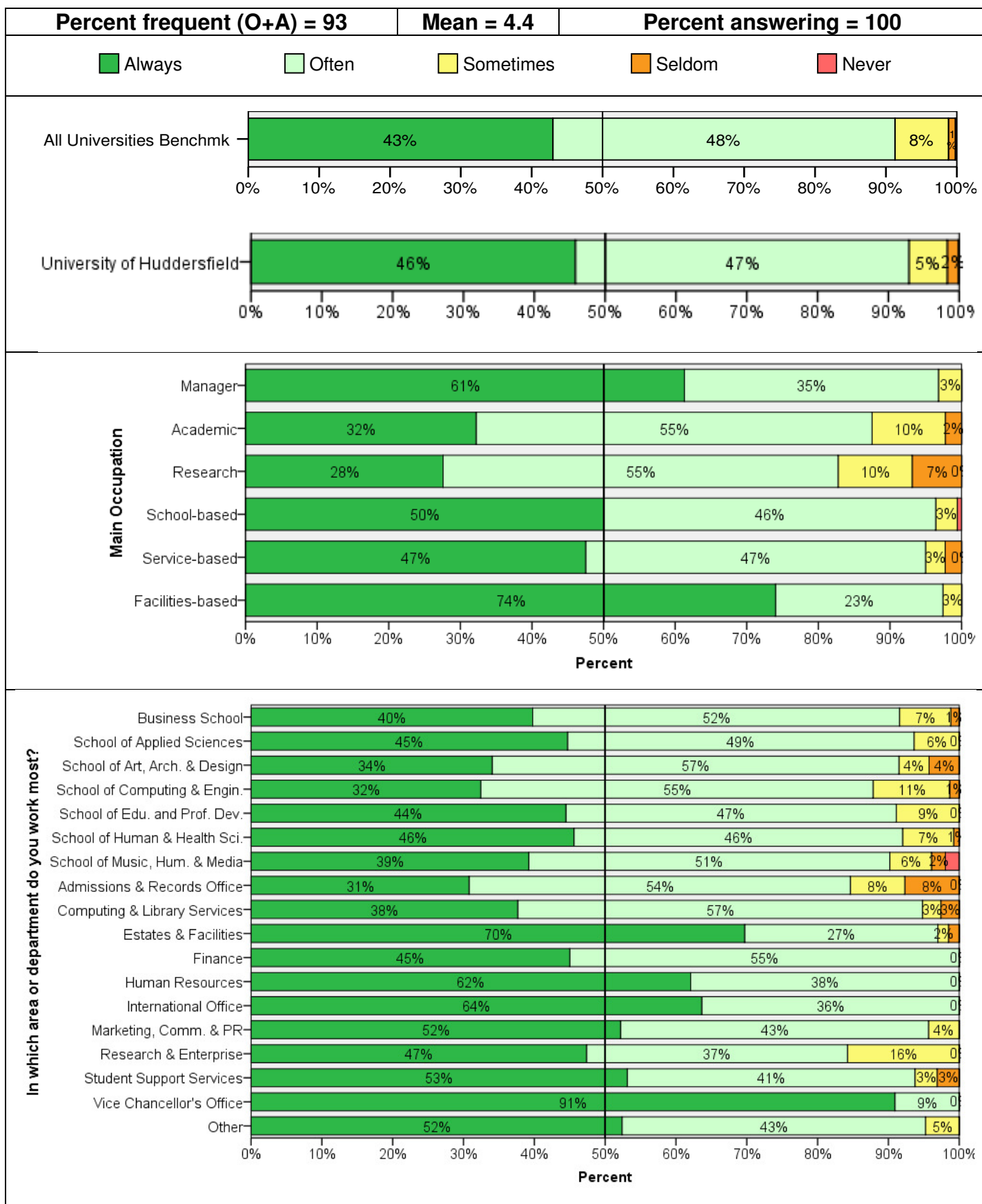
Question 02: I can decide when to take a break



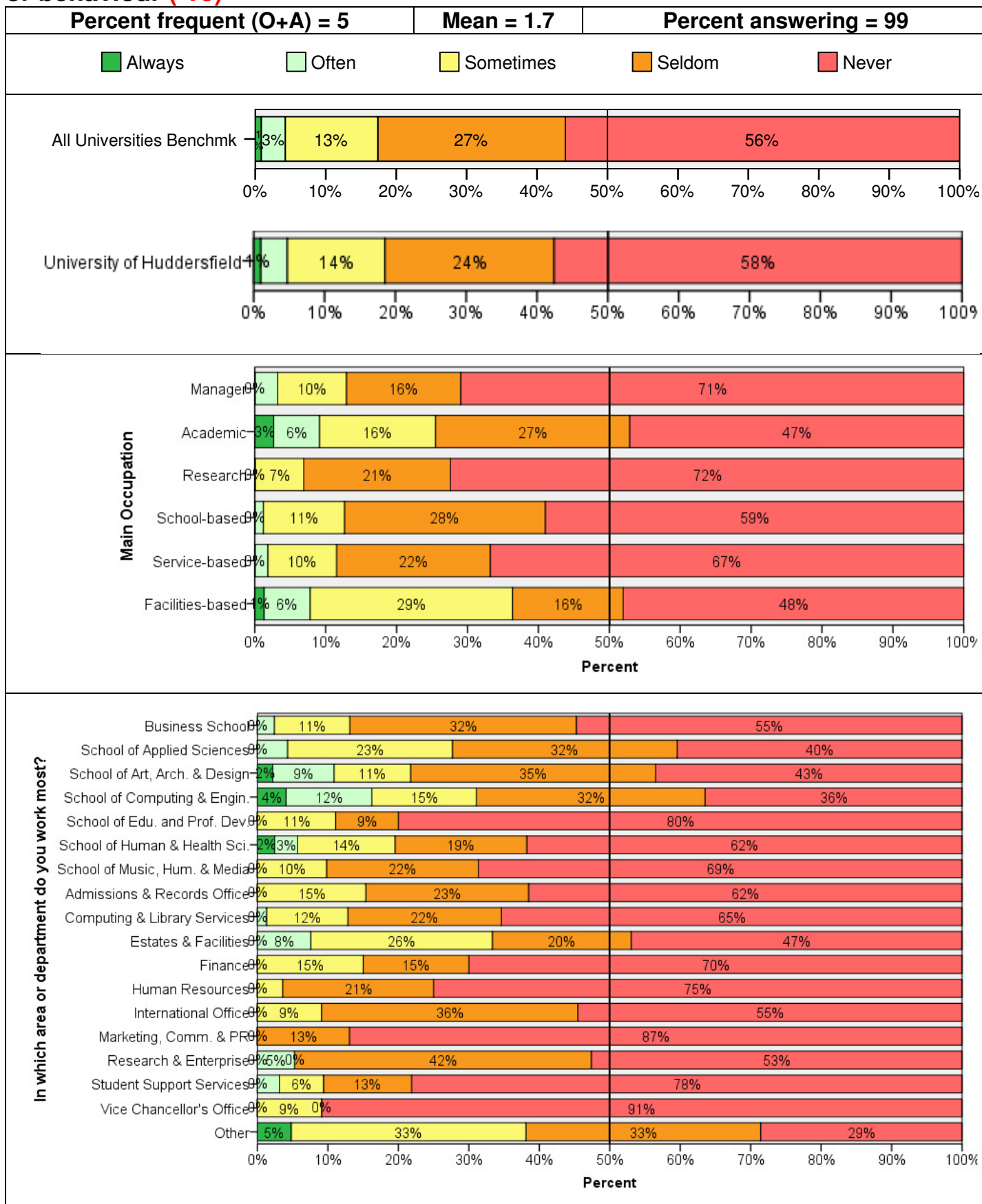
Question 03: Different groups at work demand things from me that are hard to combine (-ve)



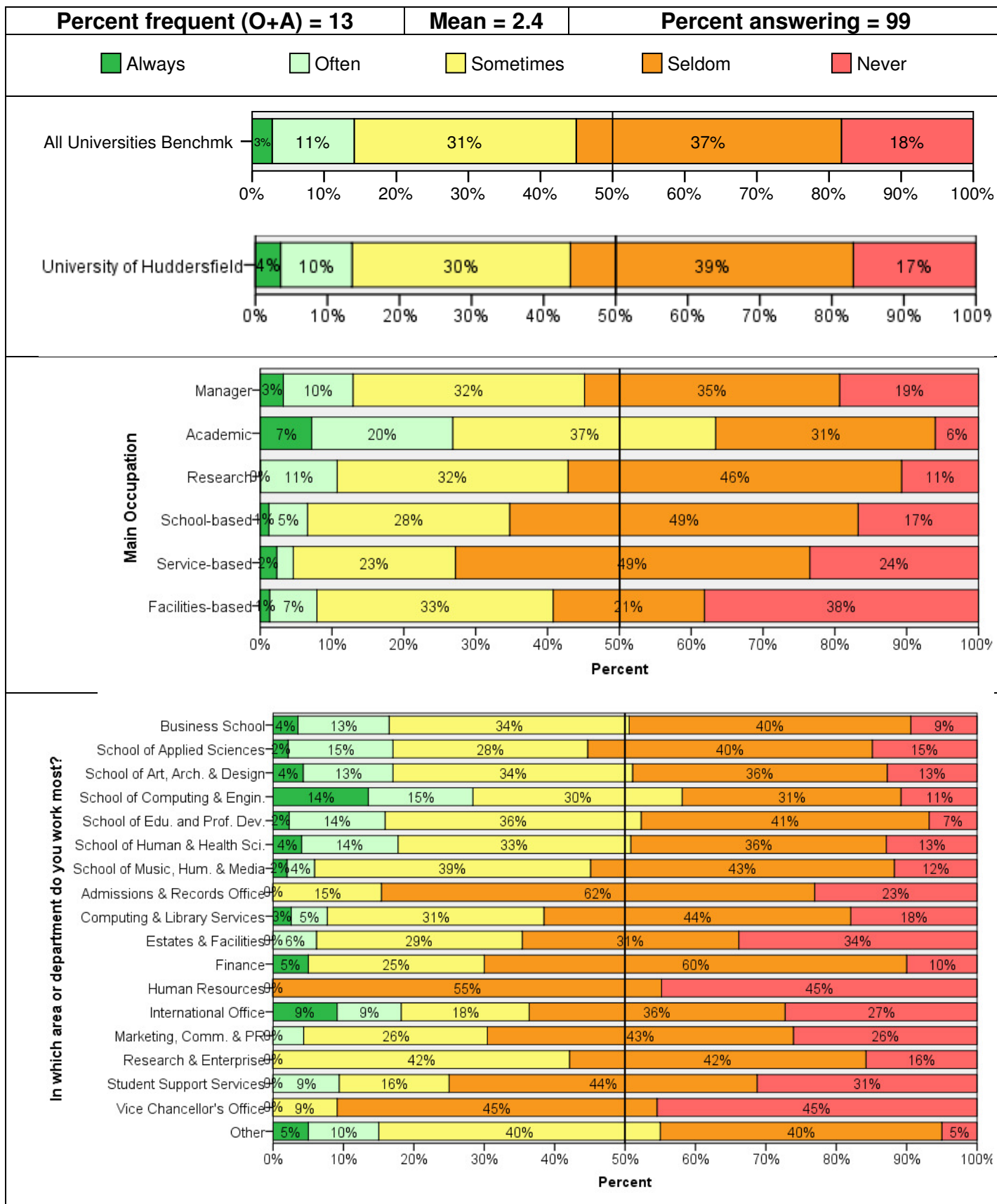
Question 04: I know how to go about getting my job done



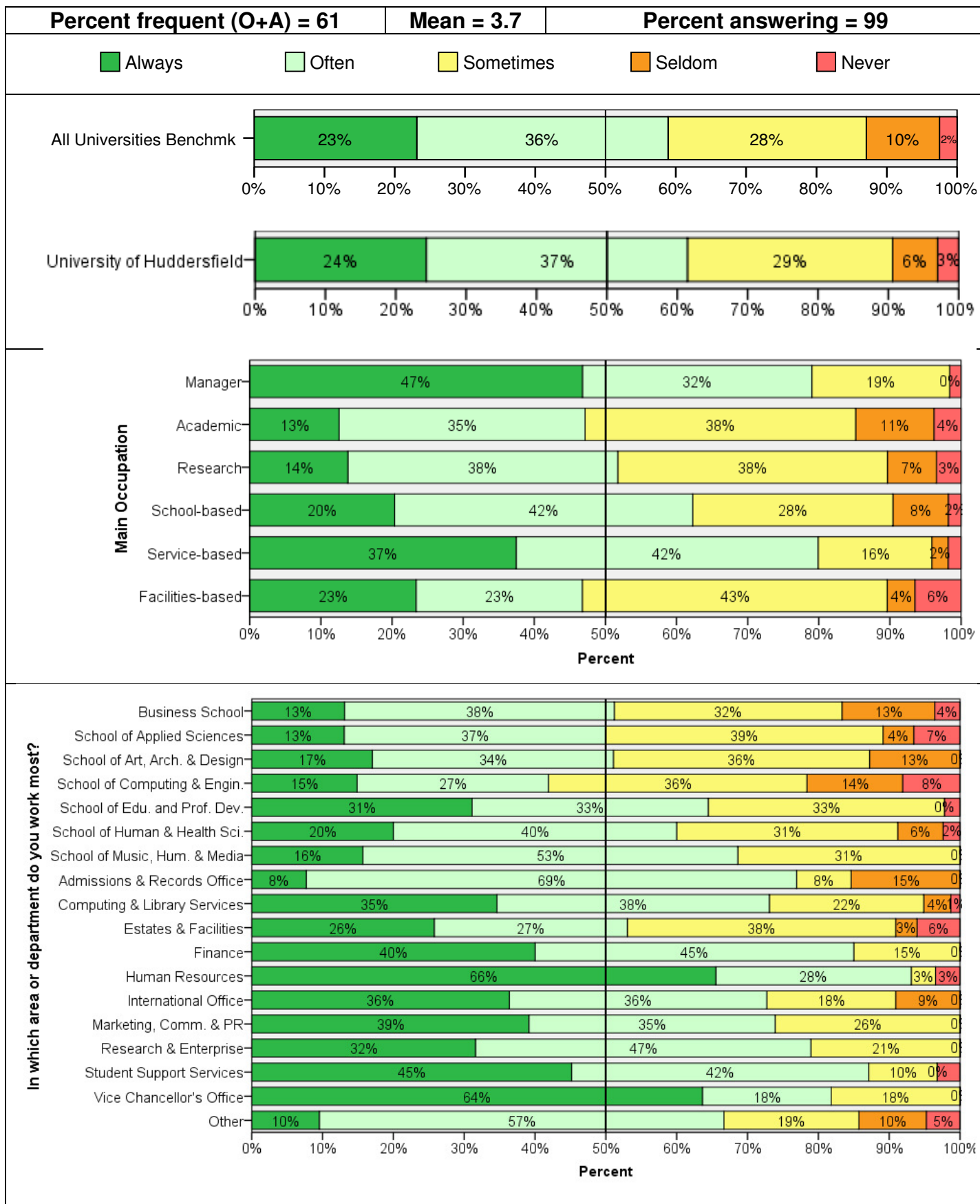
Question 05: I am subject to personal harassment in the form of unkind words or behaviour (-ve)



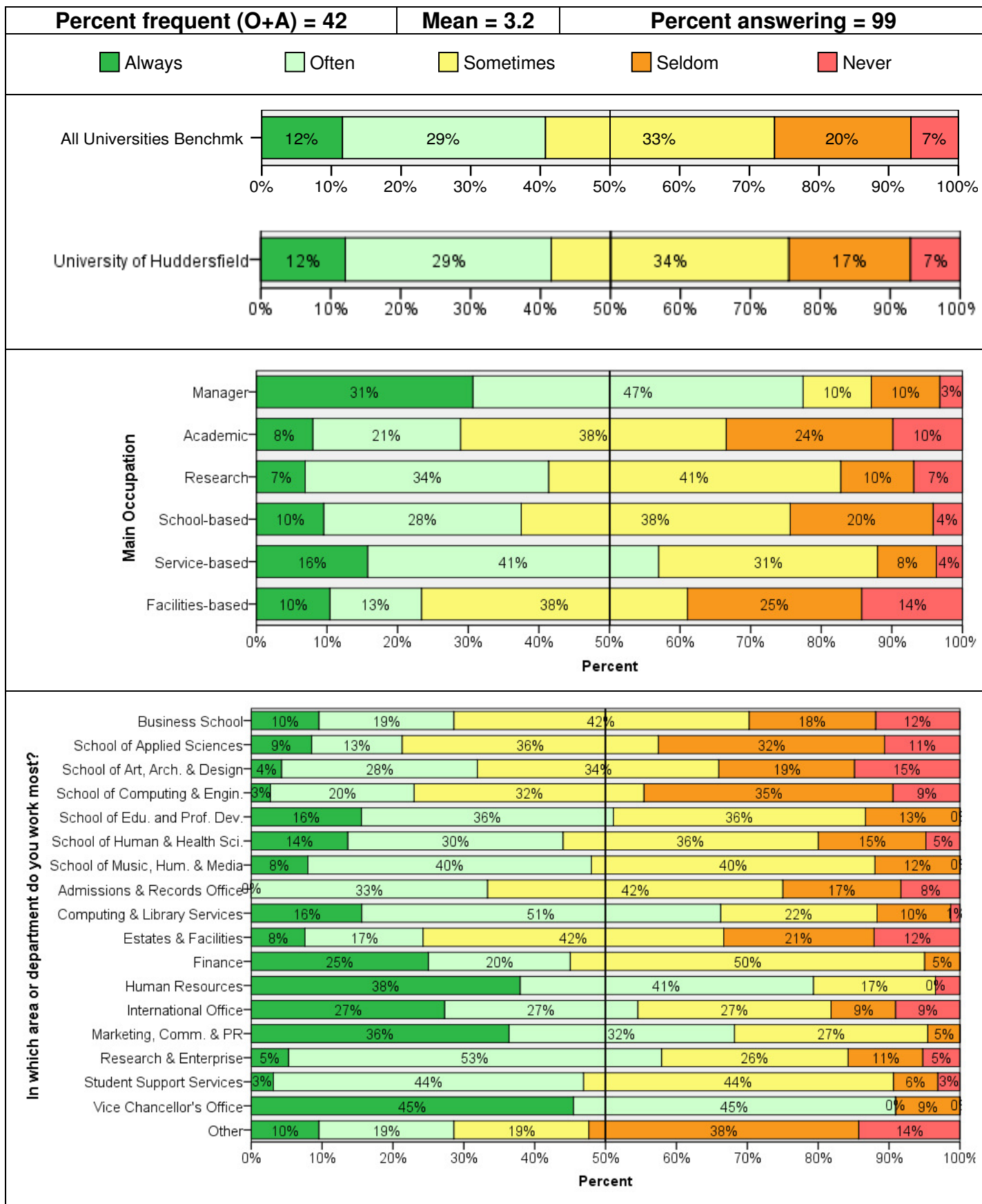
Question 06: I have unachievable deadlines (-ve)



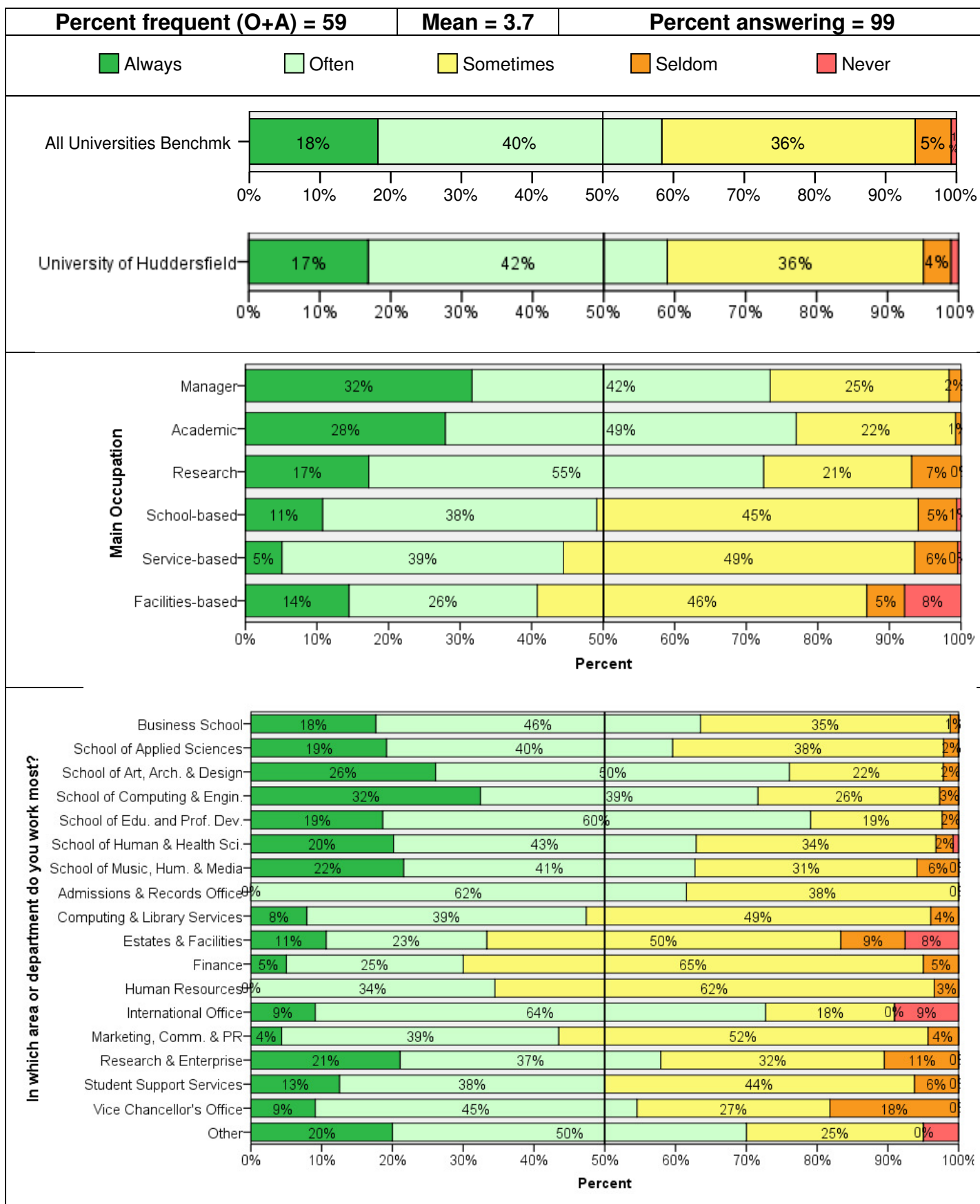
Question 07: If work gets difficult, my colleagues will help me



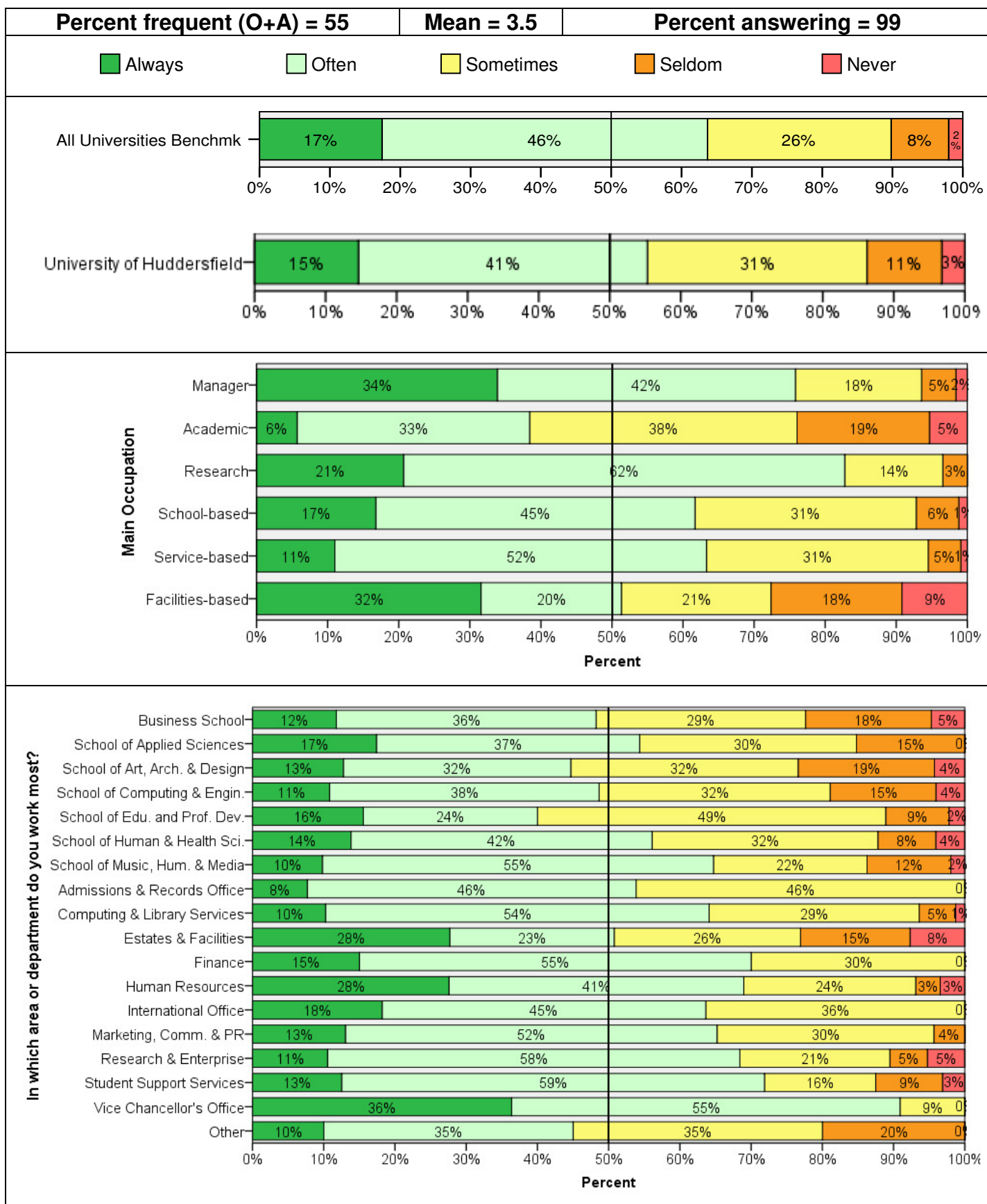
Question 08: I am given supportive feedback on the work I do



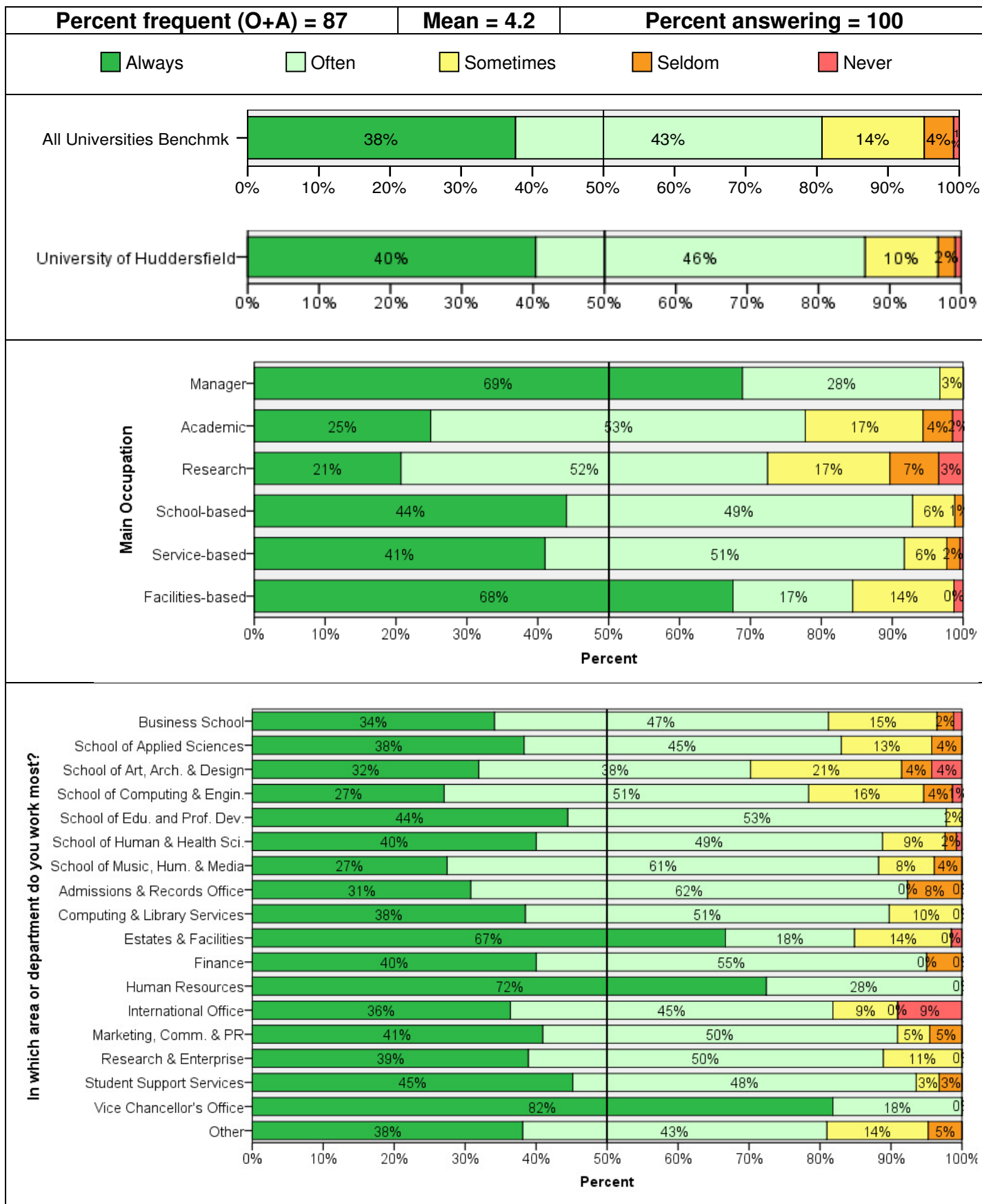
Question 09: I have to work very intensively (-ve)



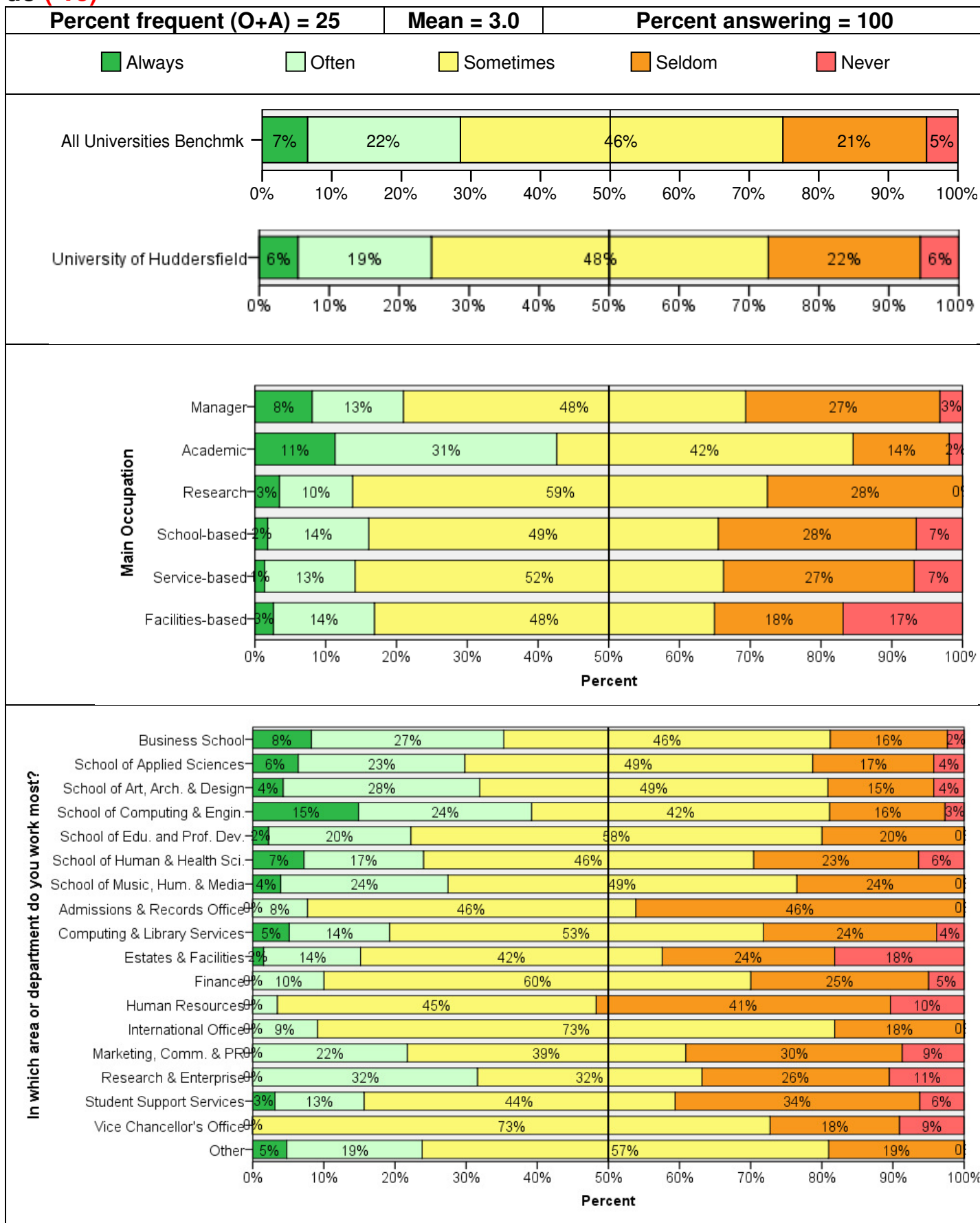
Question 10: I have a say in my own work speed



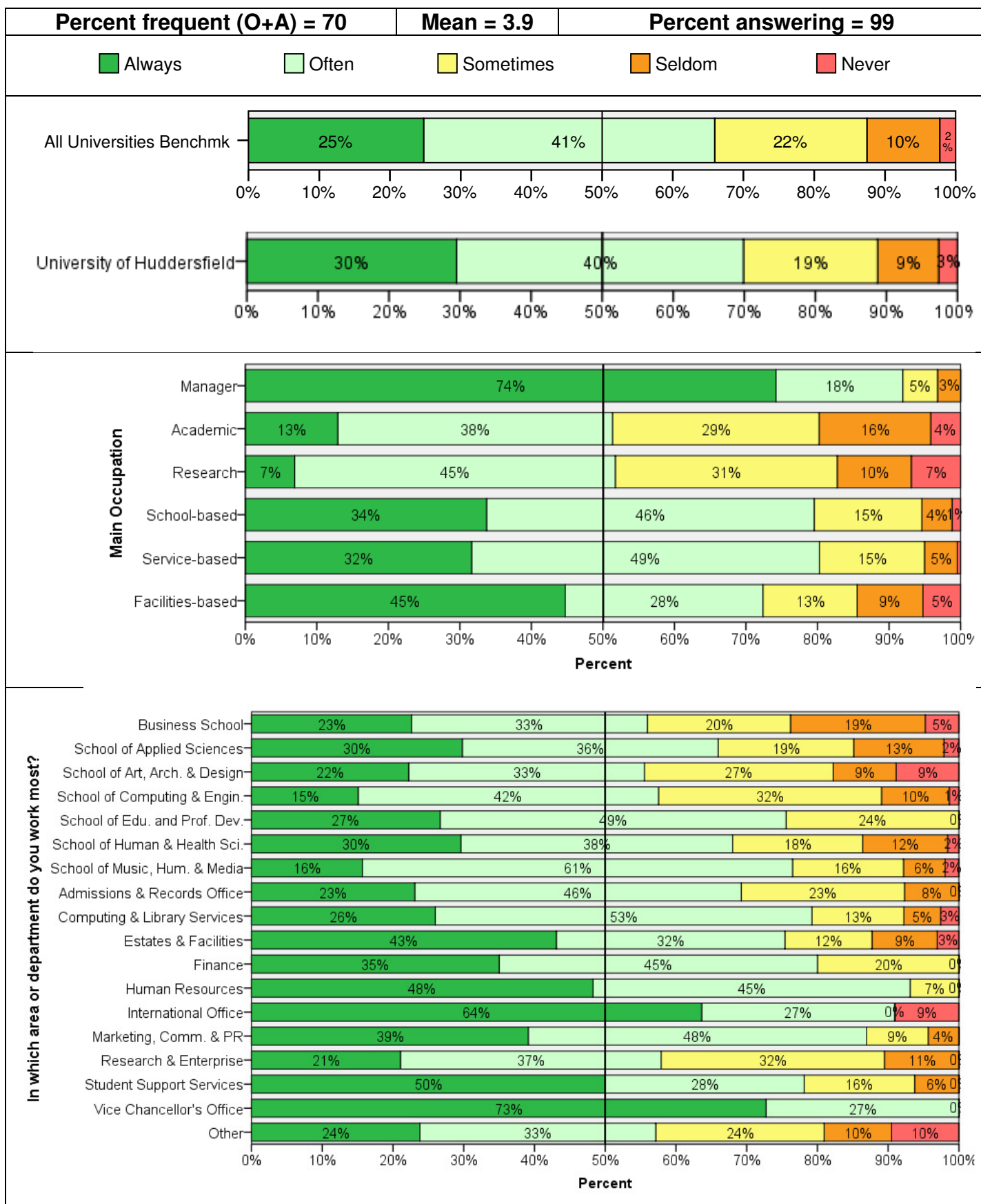
Question 11: I am clear what my duties and responsibilities are



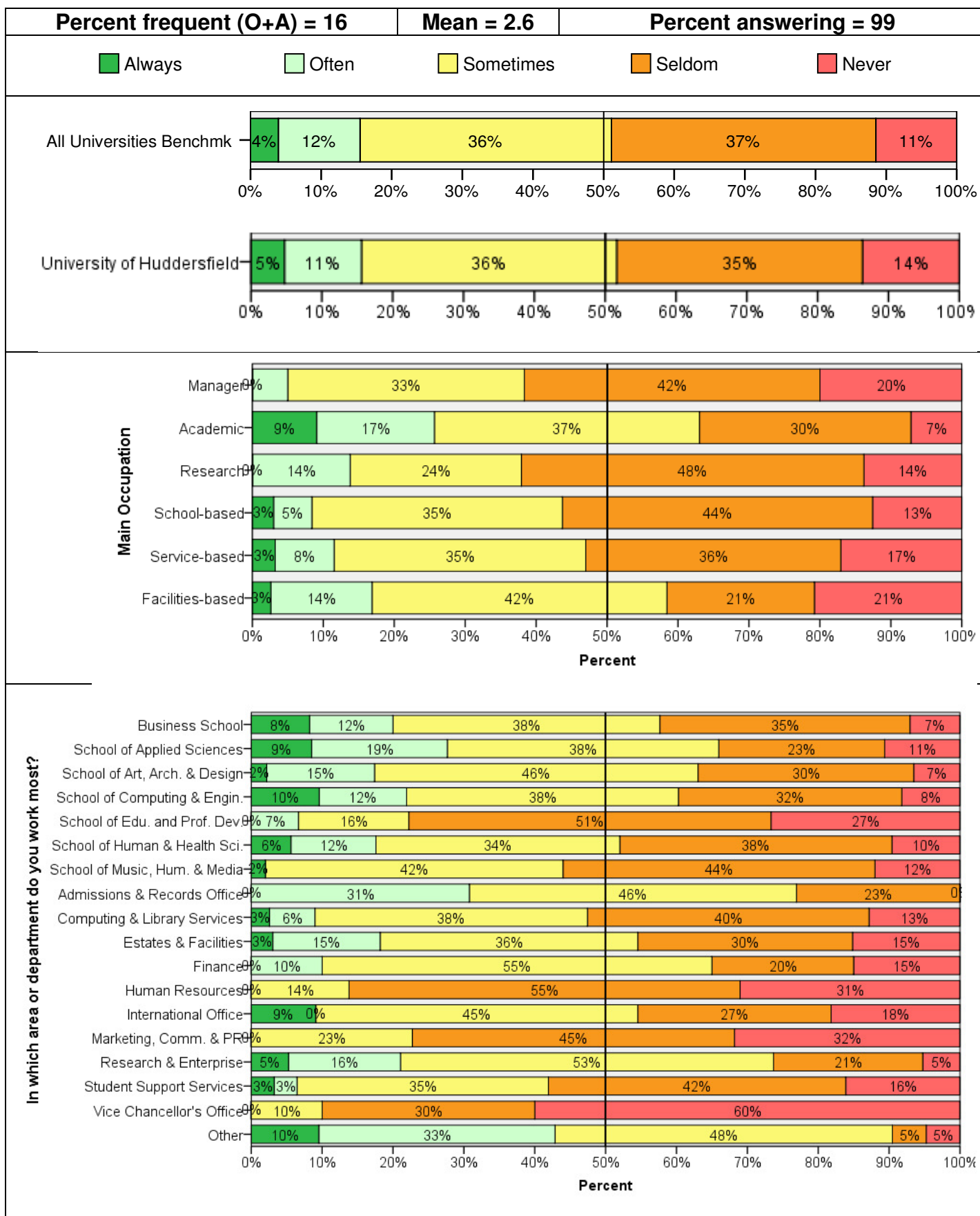
Question 12: I have to neglect some tasks because I have too much work to do (-ve)



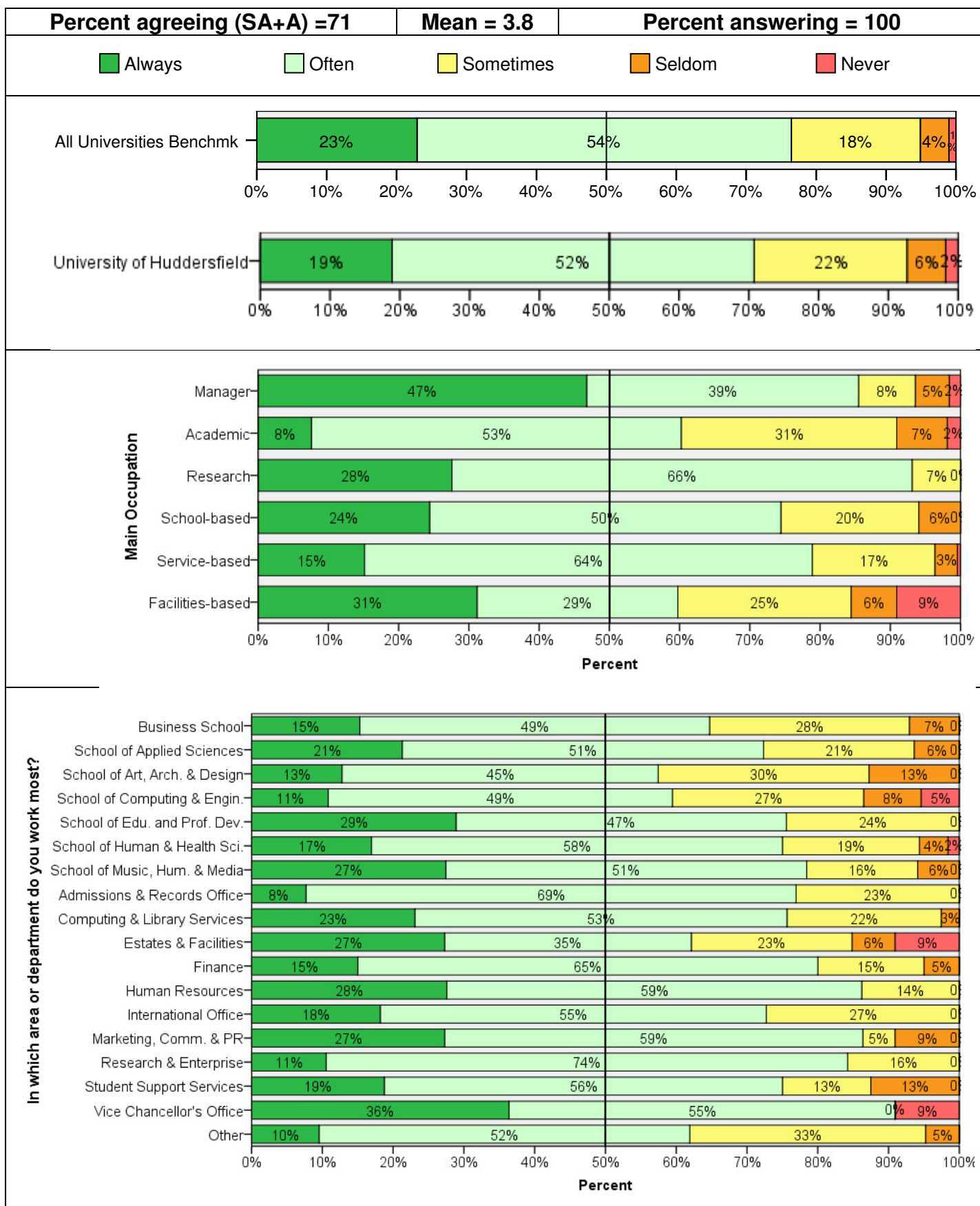
Question 13: I am clear about the goals and objectives for my department



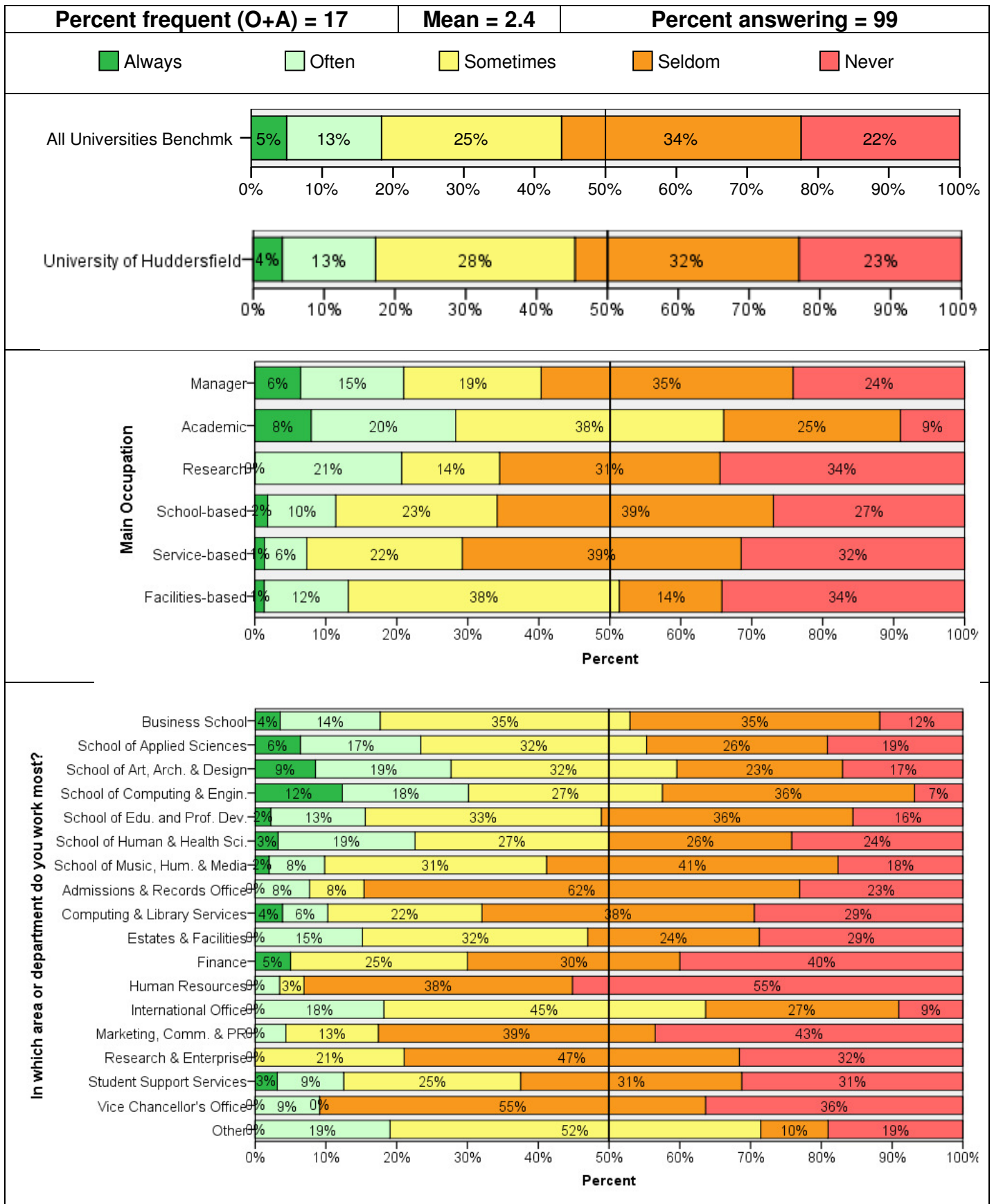
Question 14: There is friction or anger between colleagues (-ve) - continued



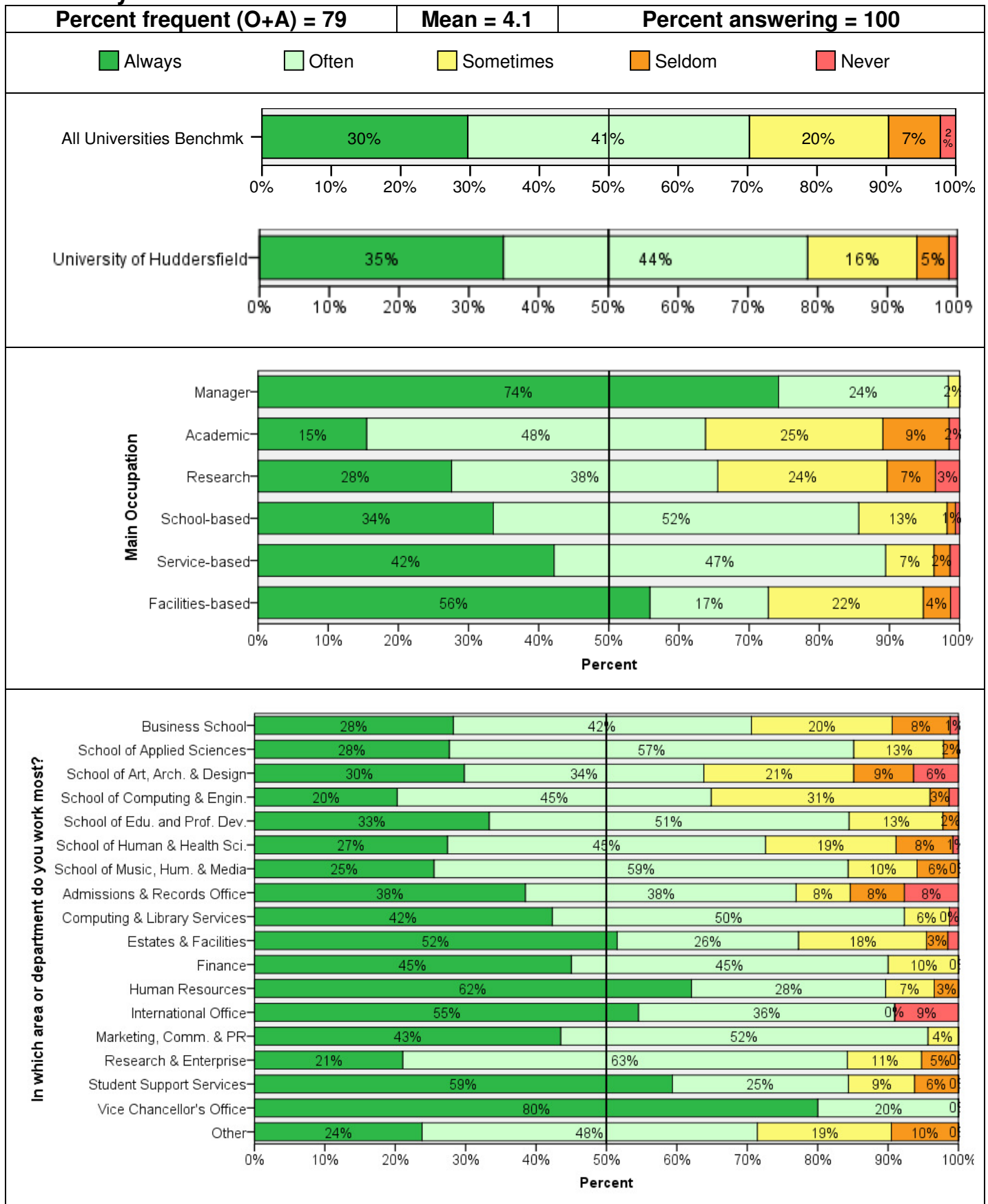
Question 15: I have a choice in deciding how I do my work



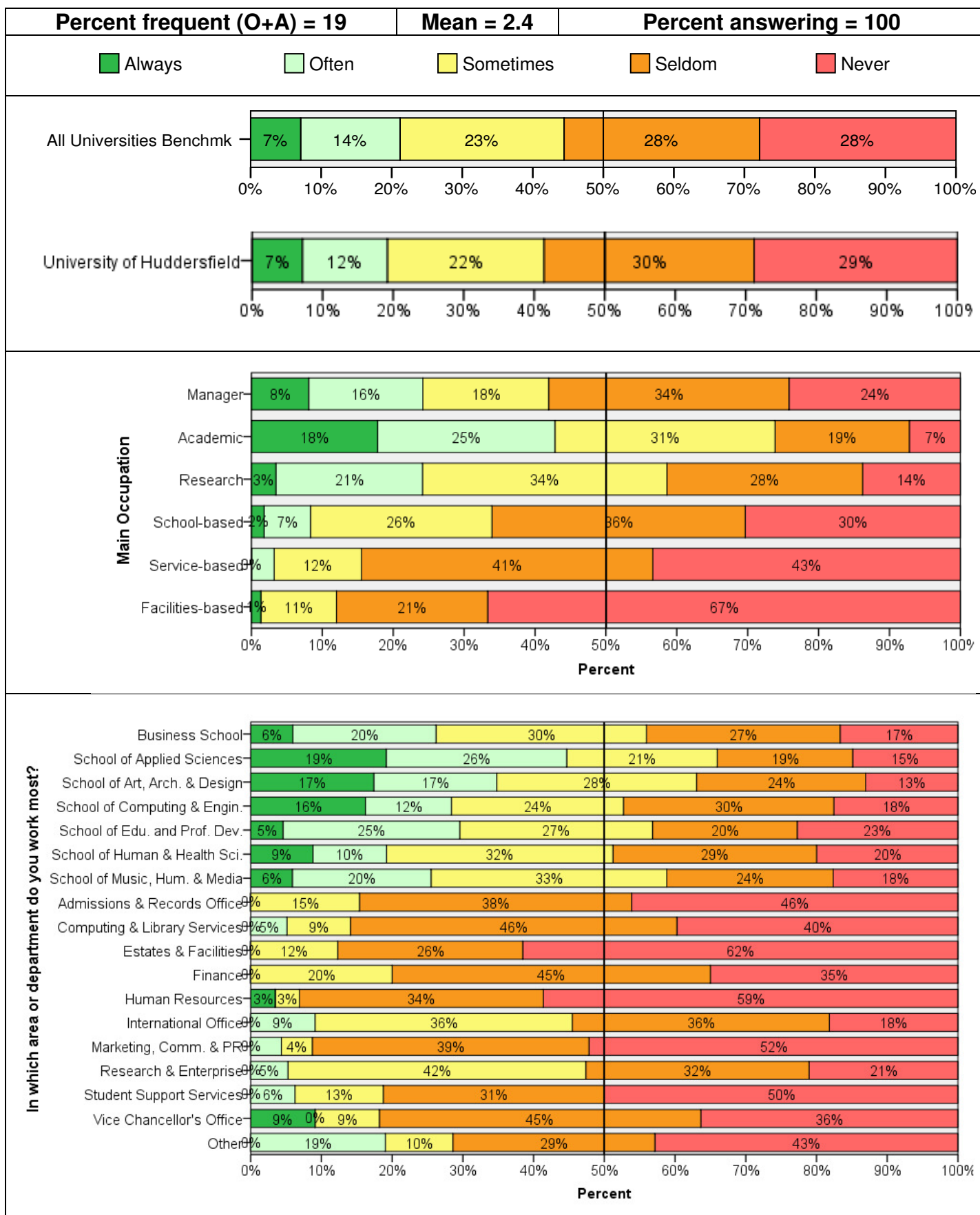
Question 16: I am unable to take sufficient breaks (-ve)



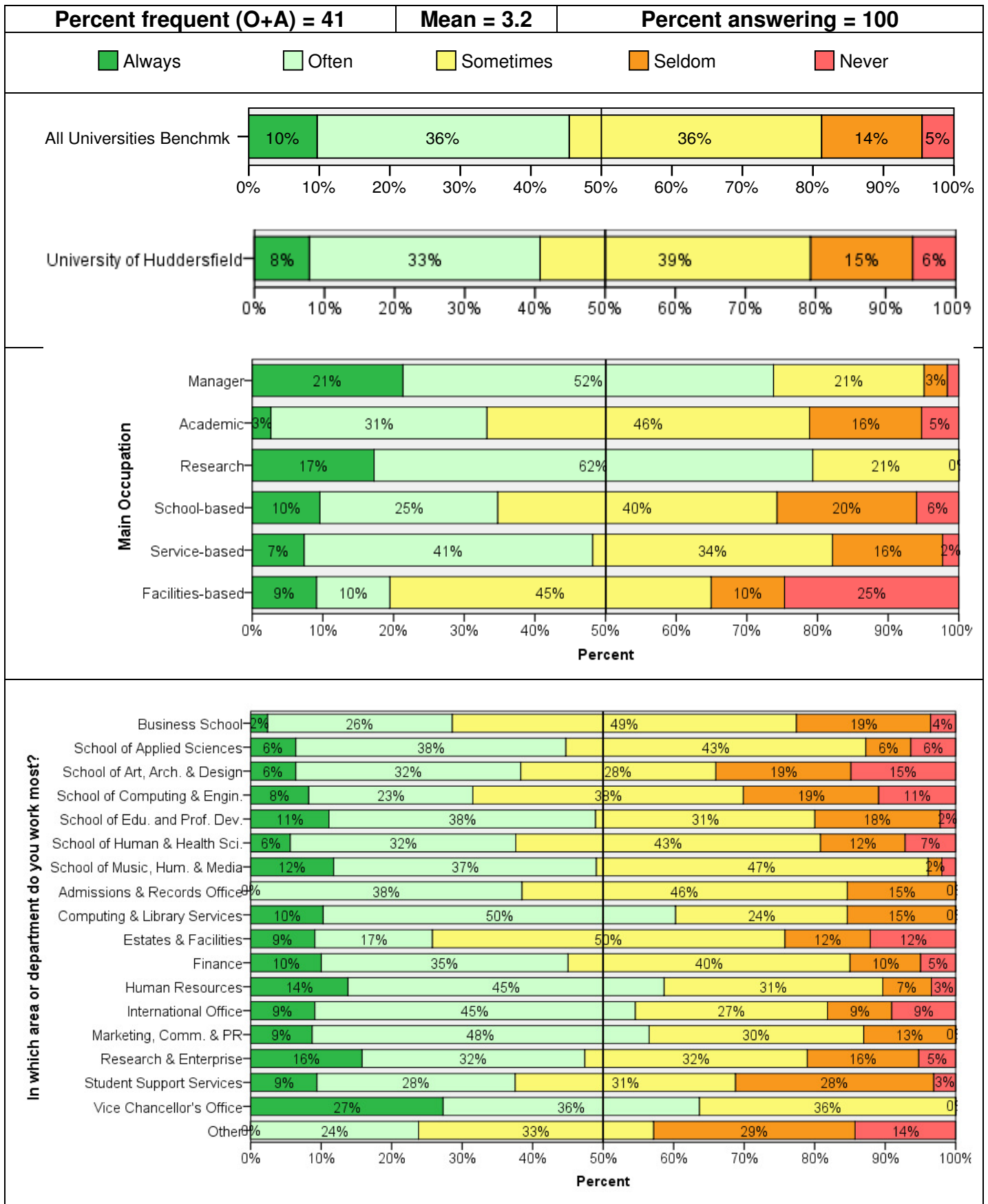
Question 17: I understand how my work fits into the overall aim of the University



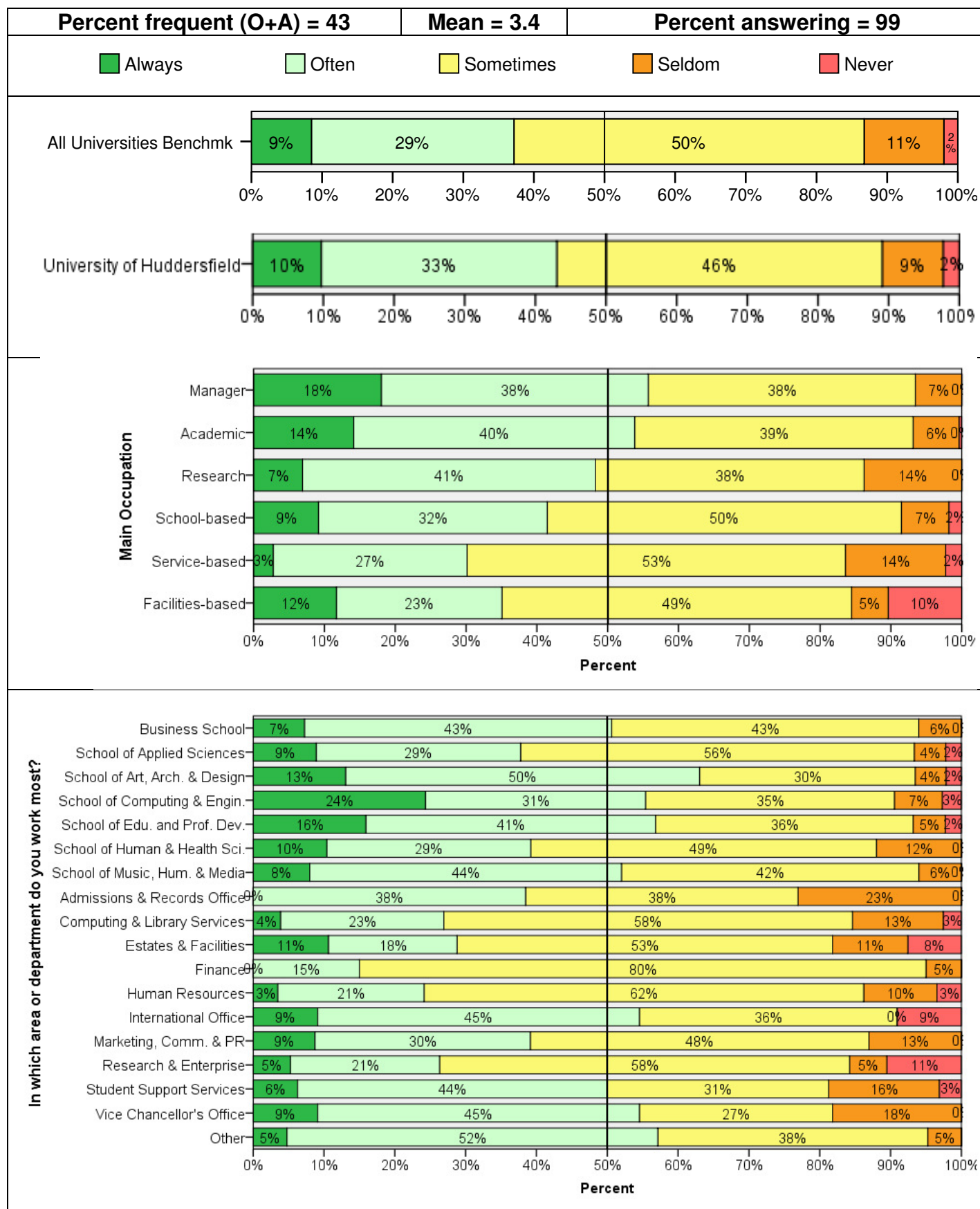
Question 18: I am pressured to work long hours (-ve)



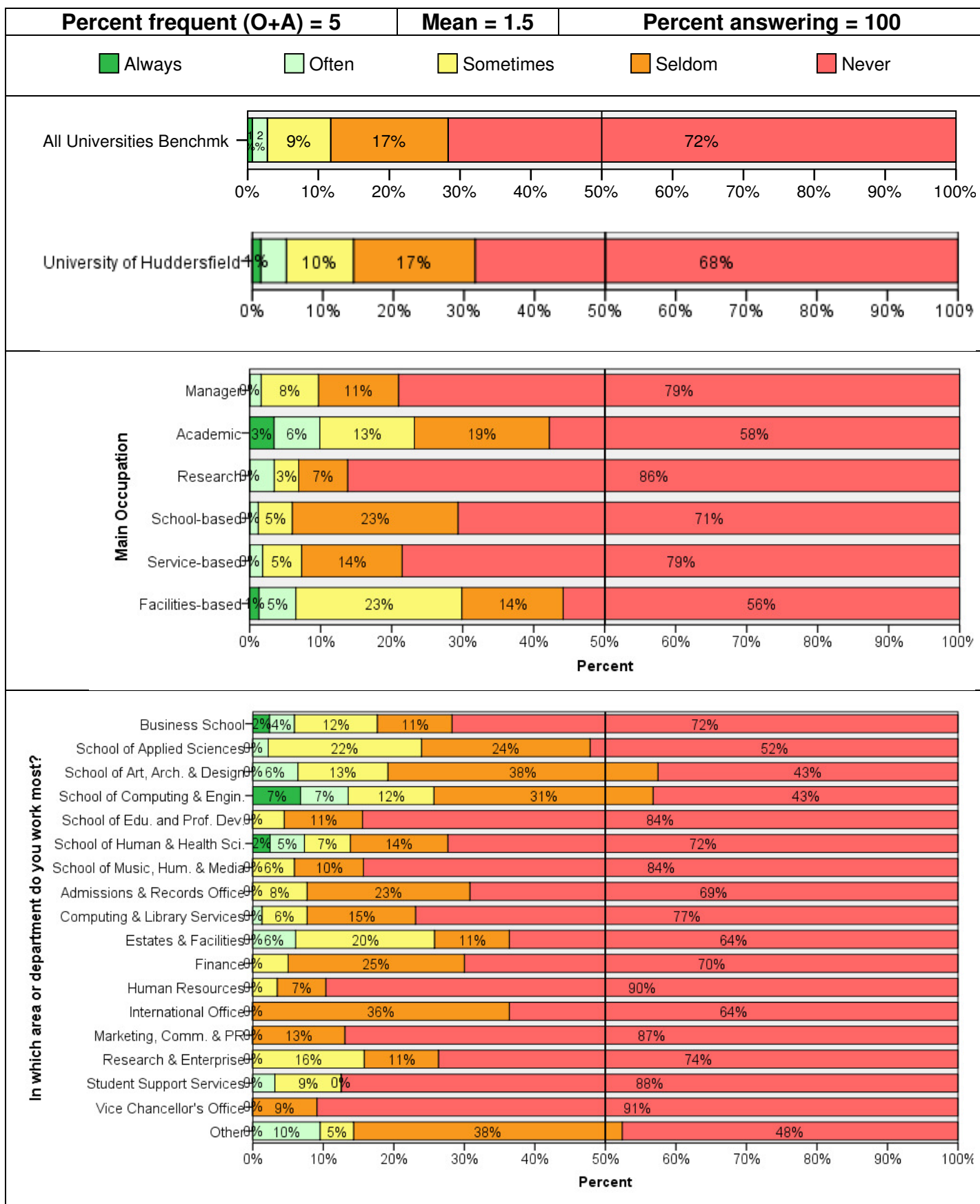
Question 19: I have a choice in what I do at work



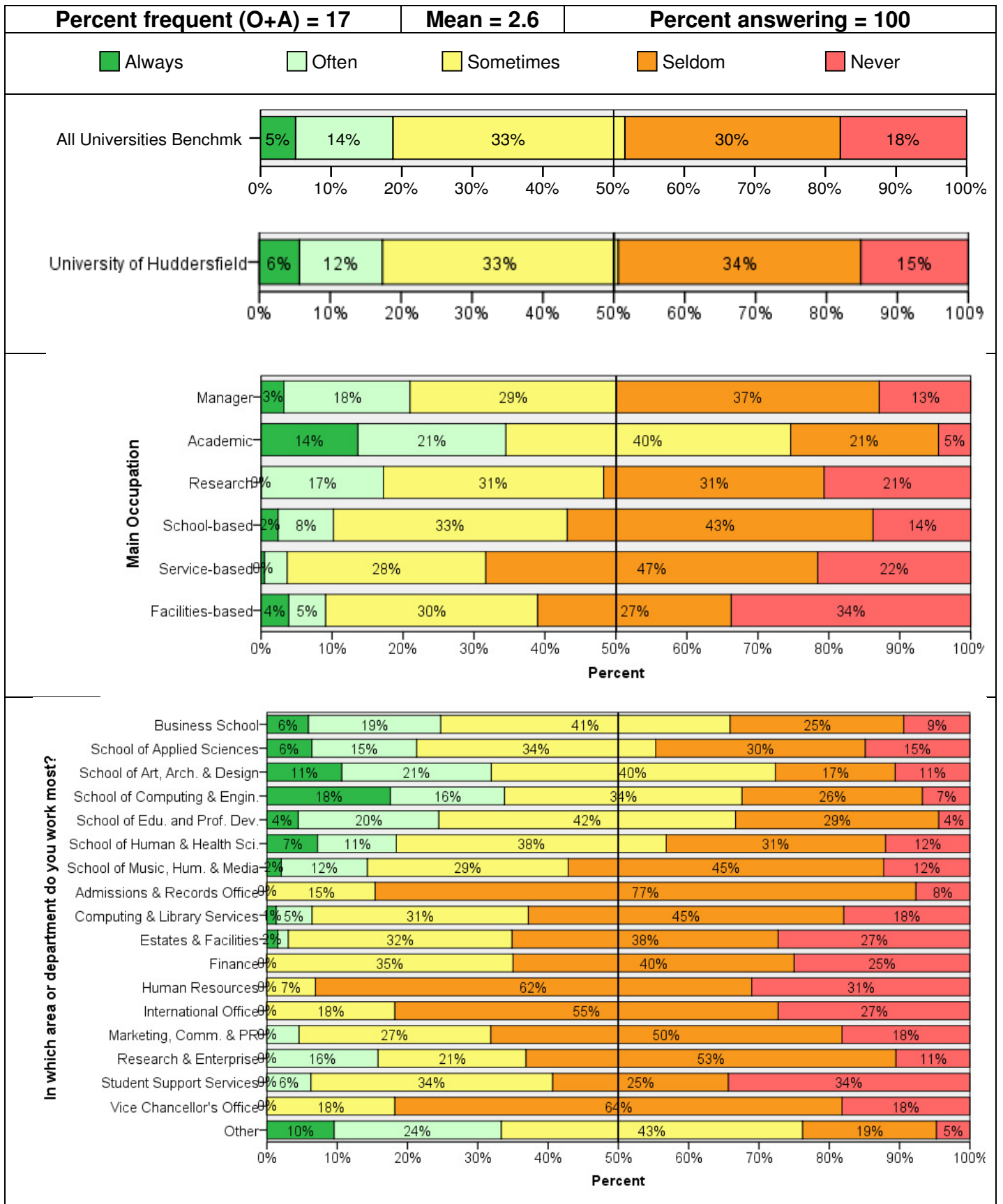
Question 20: I have to work very fast (-ve)



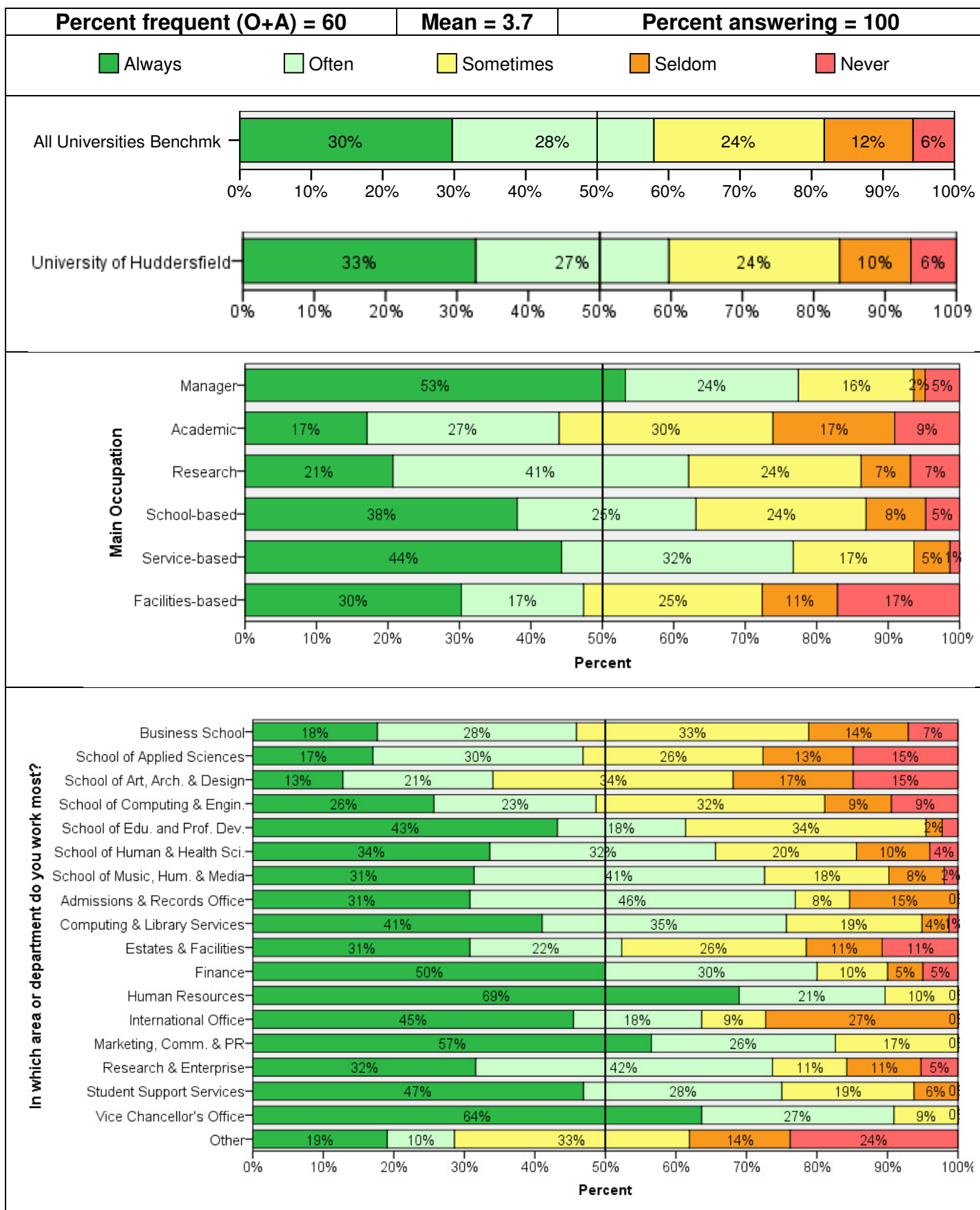
Question 21: I am subject to bullying at work (-ve)



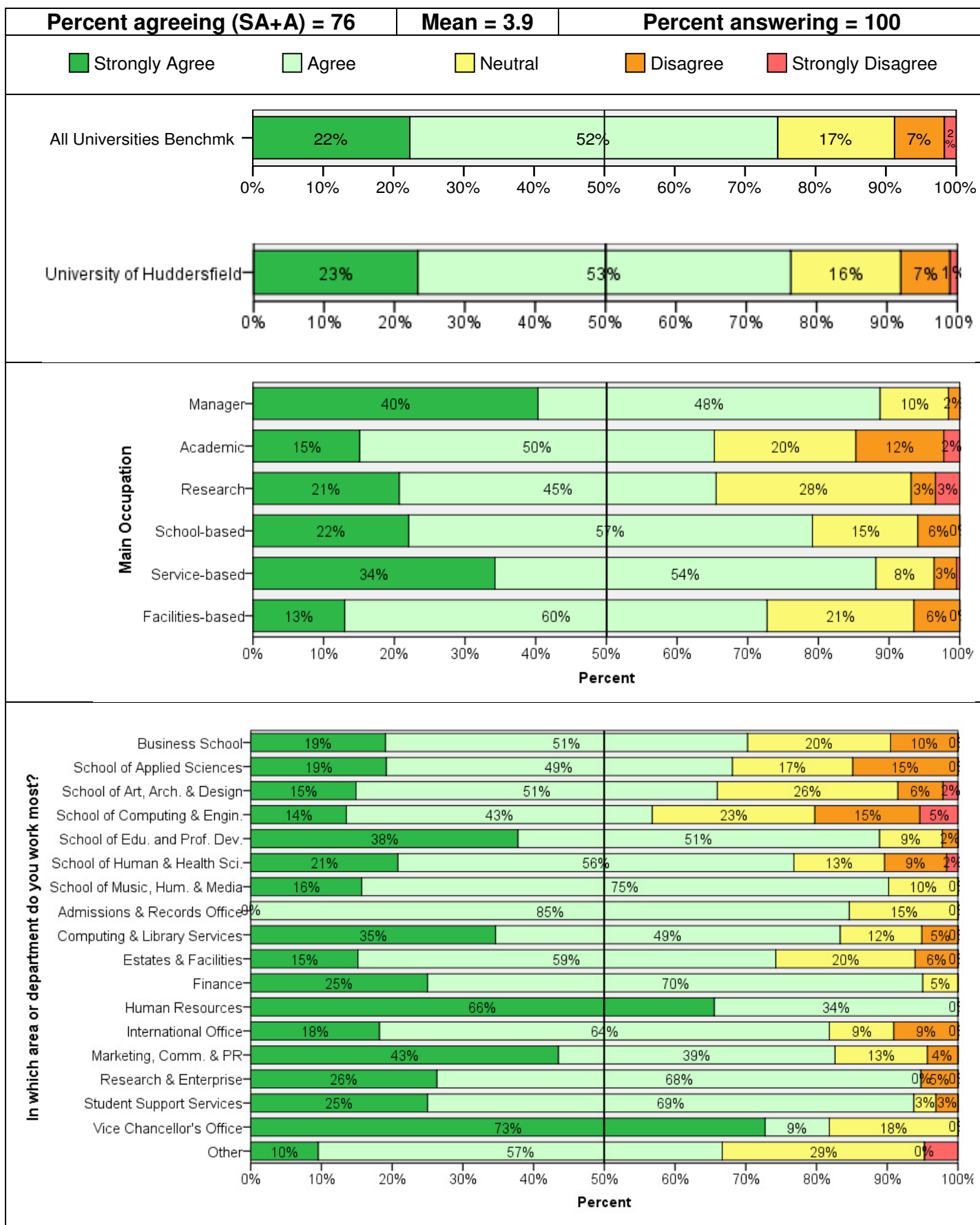
Question 22: I have unrealistic time pressures (-ve)



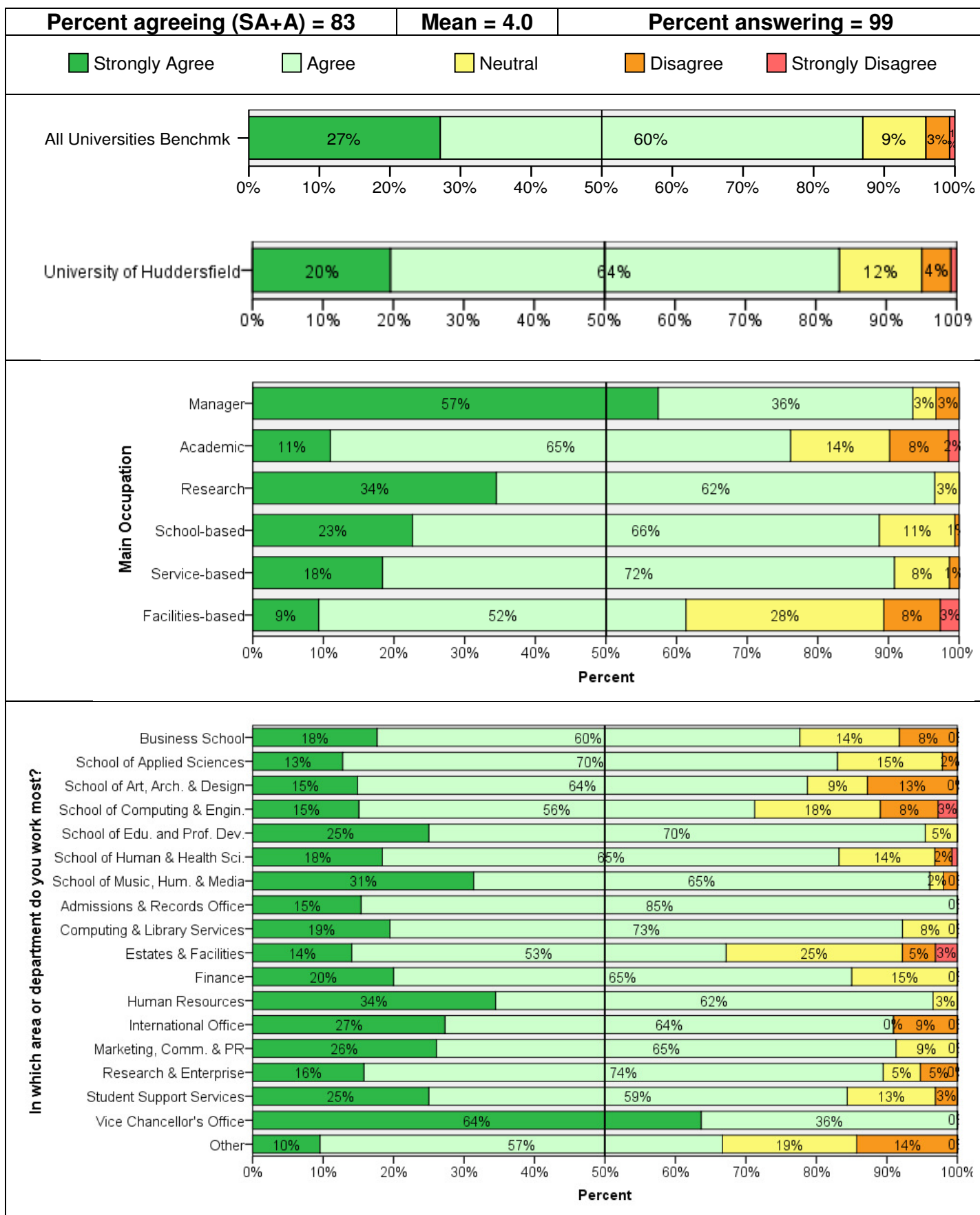
Question 23: I can rely on my manager to help me with a work problem



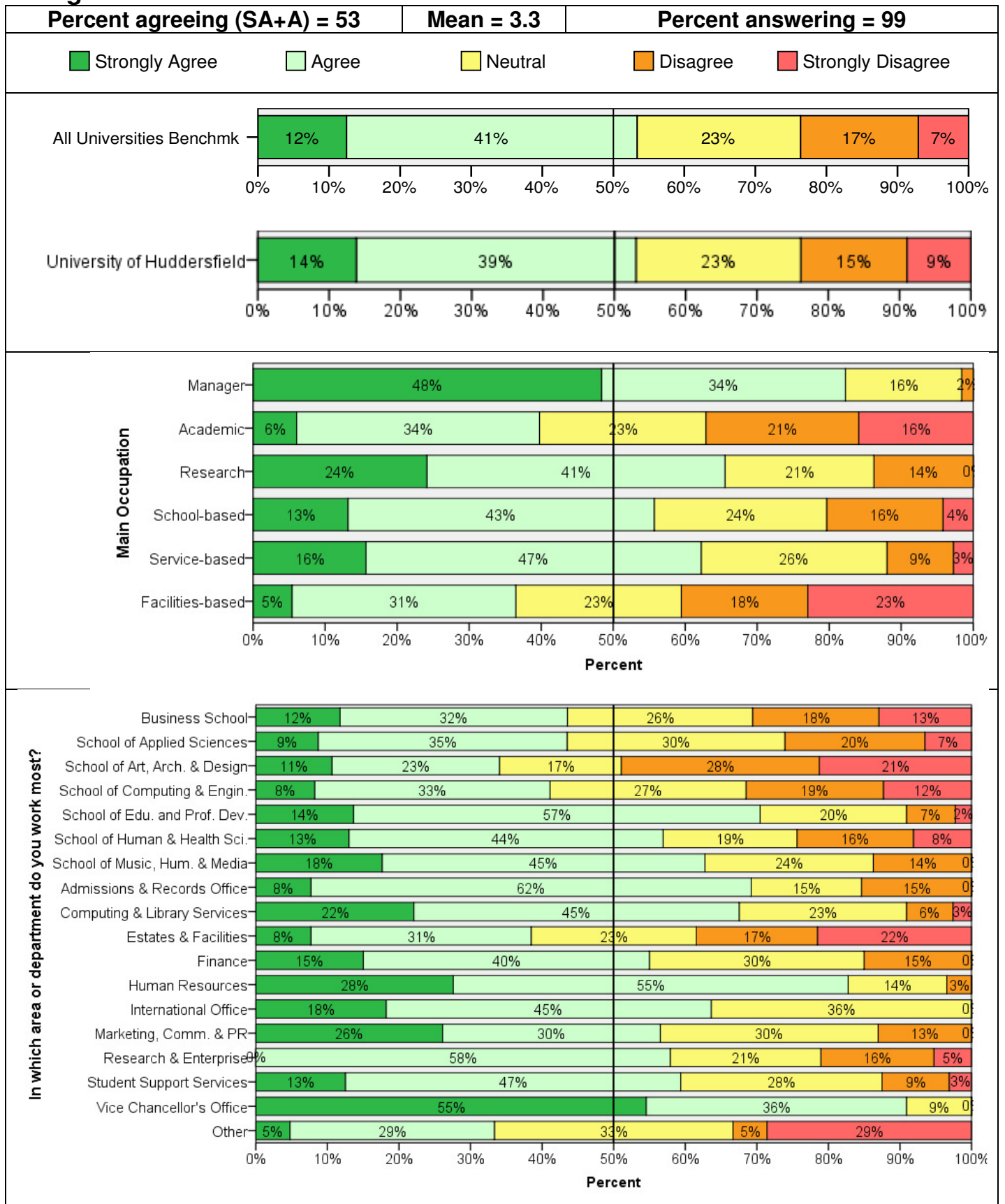
Question 24: I get help and support I need from my colleagues



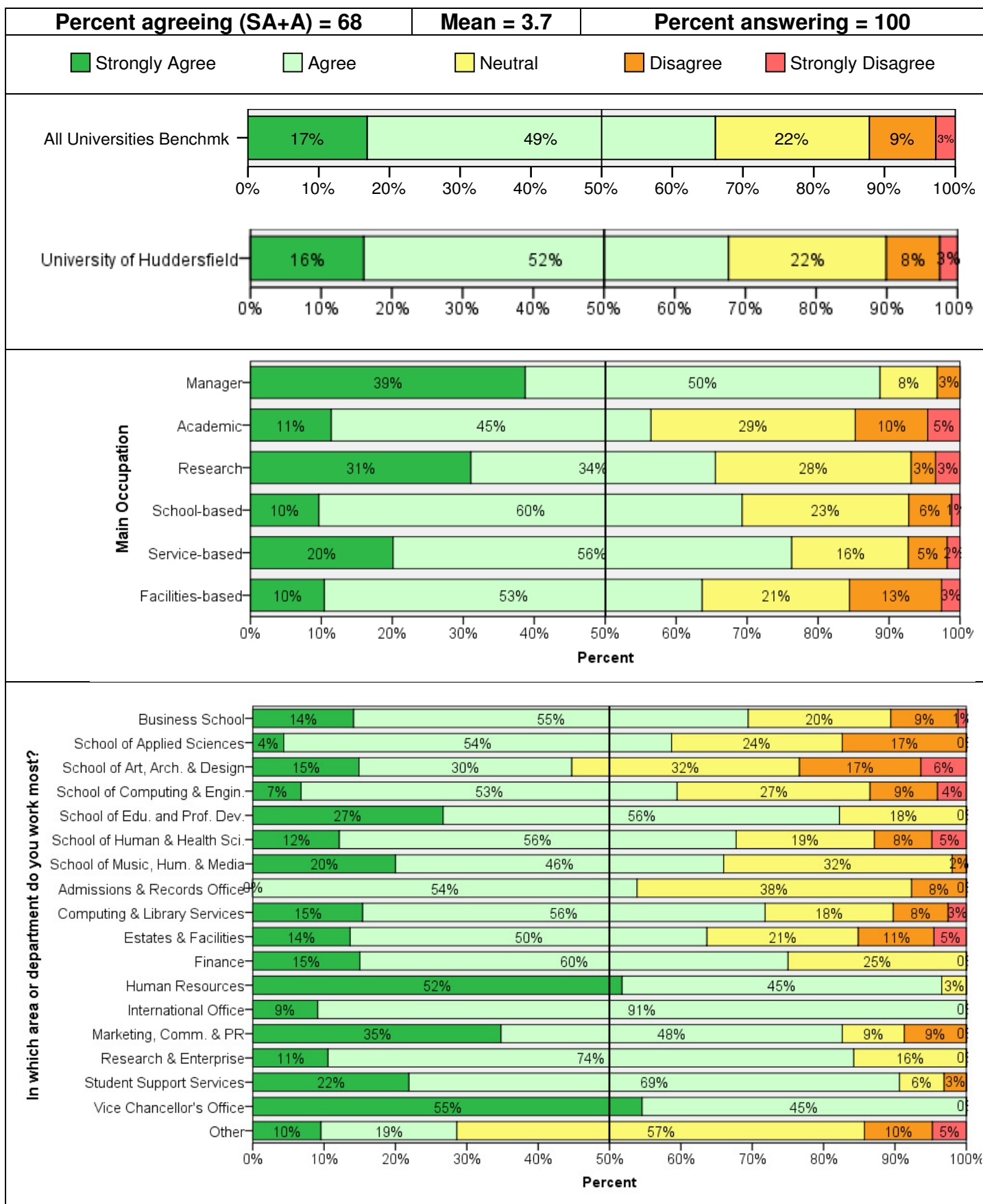
Question 25: I have some say over the way I work



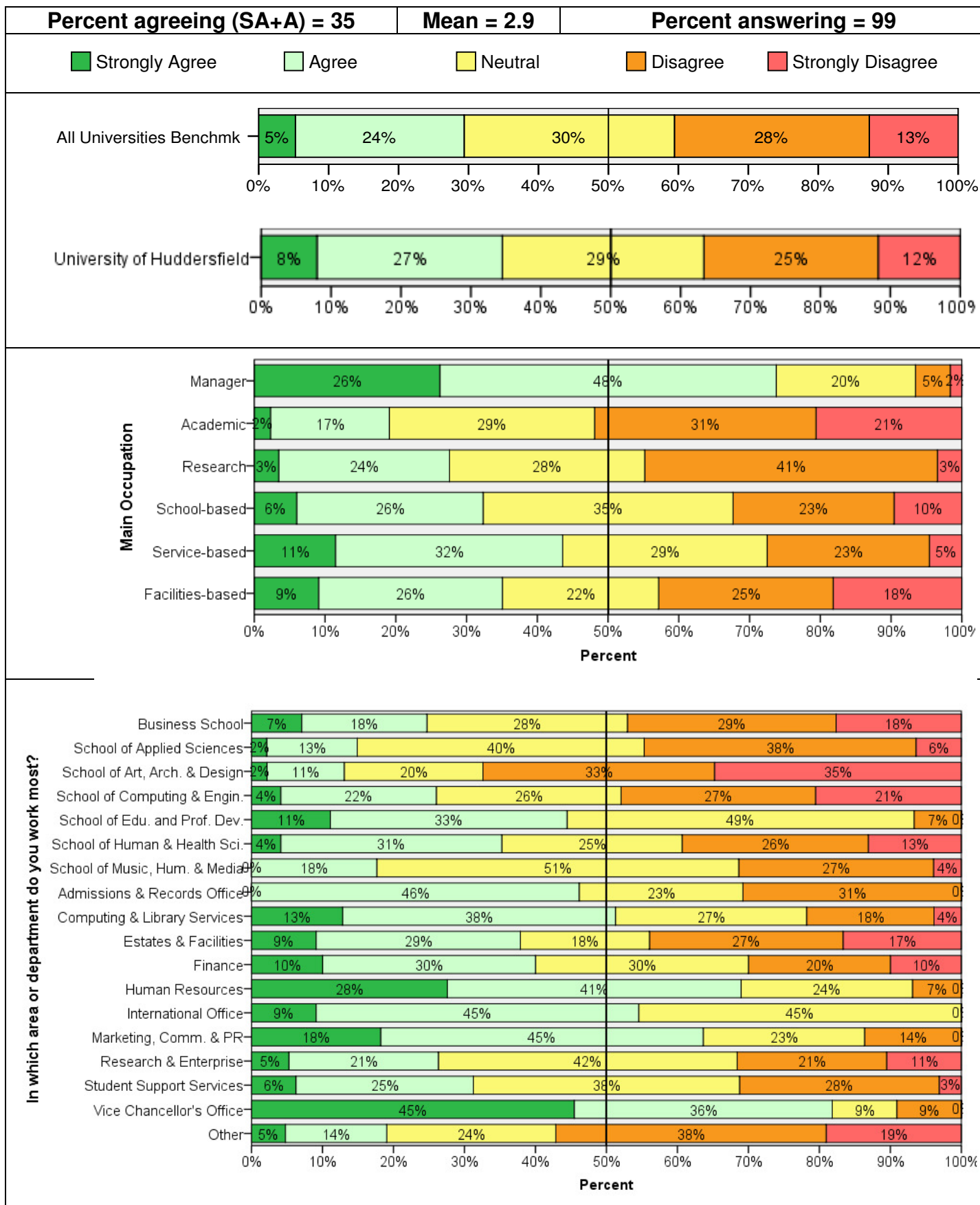
Question 26: I have sufficient opportunities to question managers about change at work



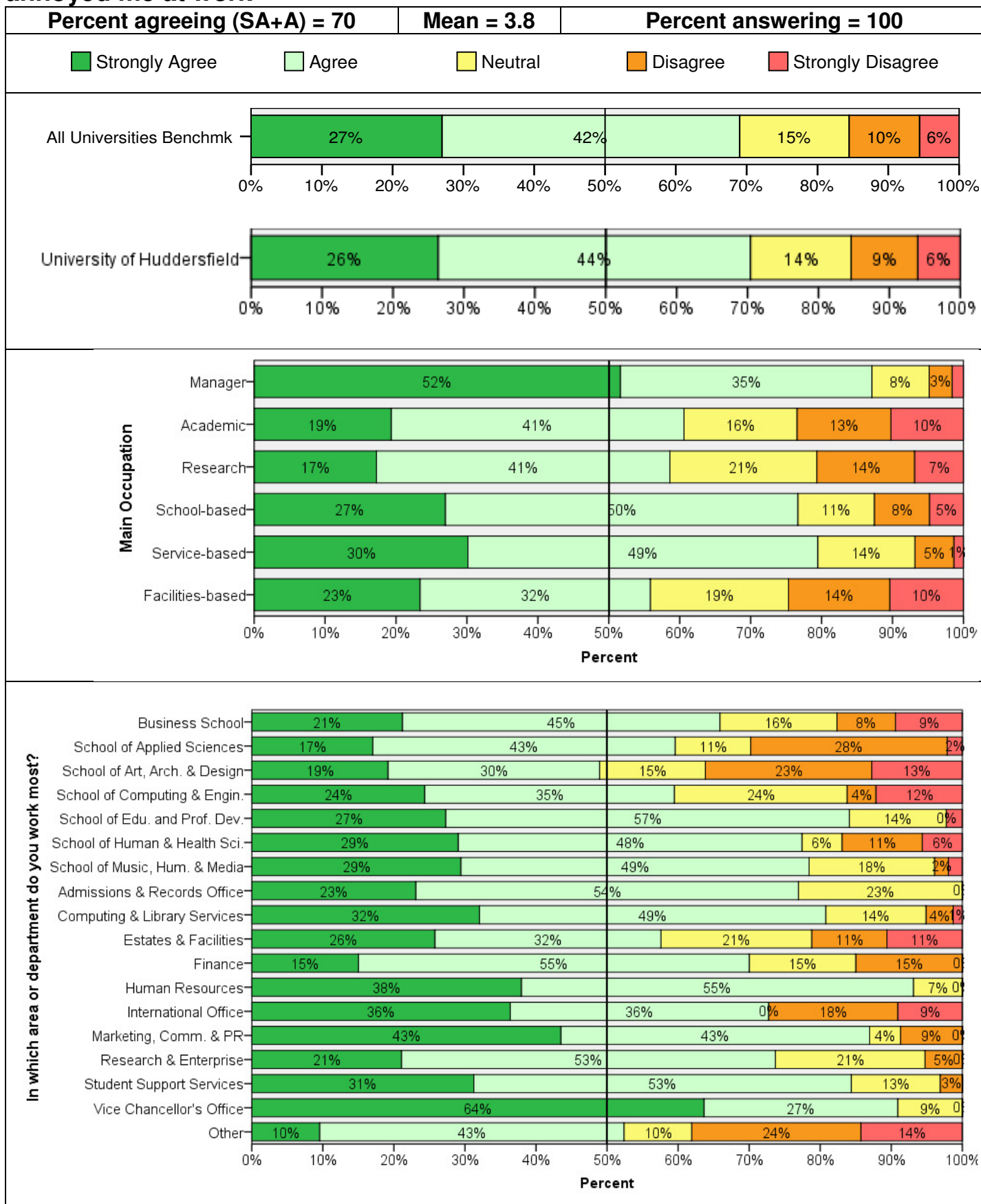
Question 27: I receive the respect I deserve from my colleagues at work



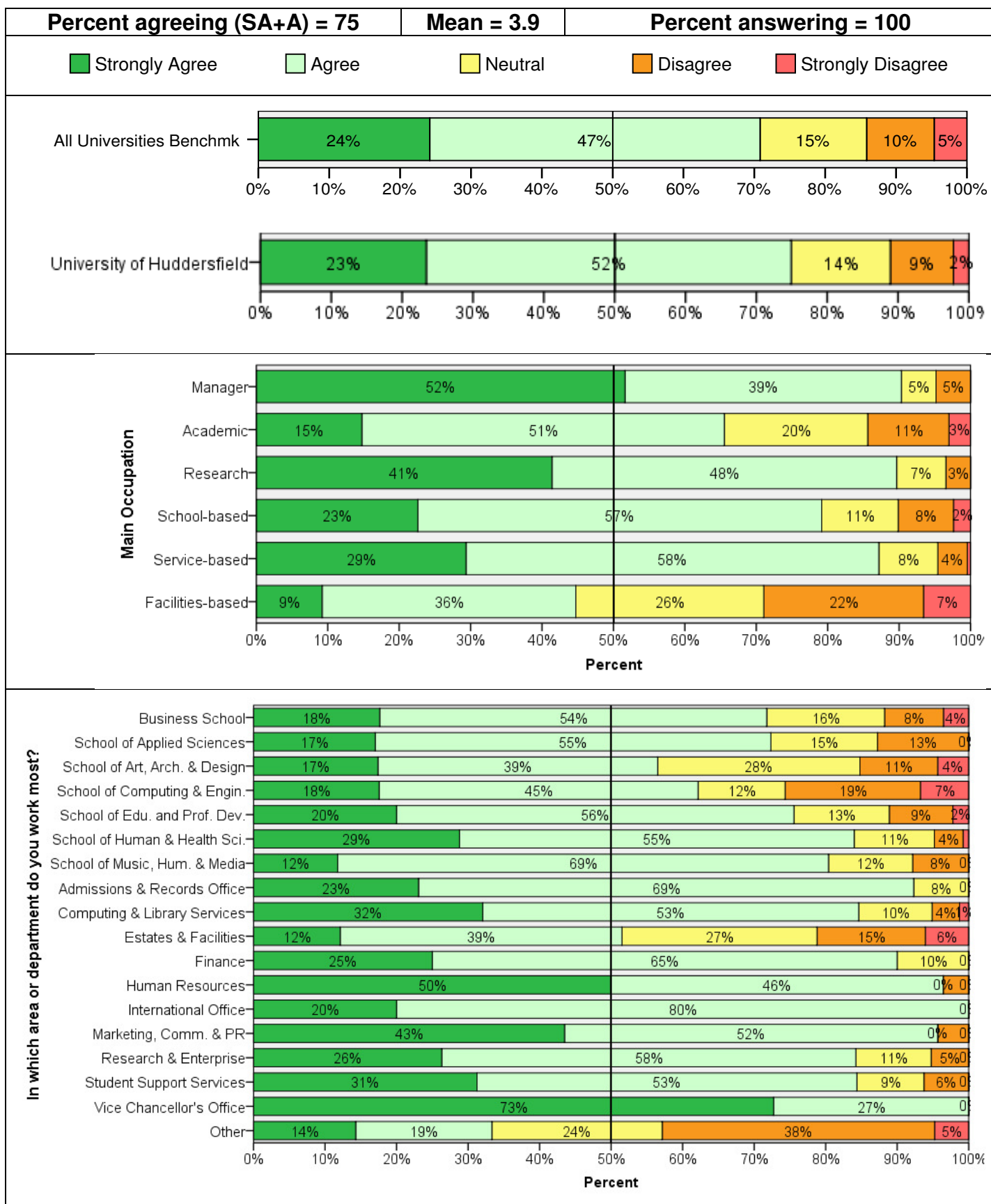
Question 28: Staff are always consulted about change at work



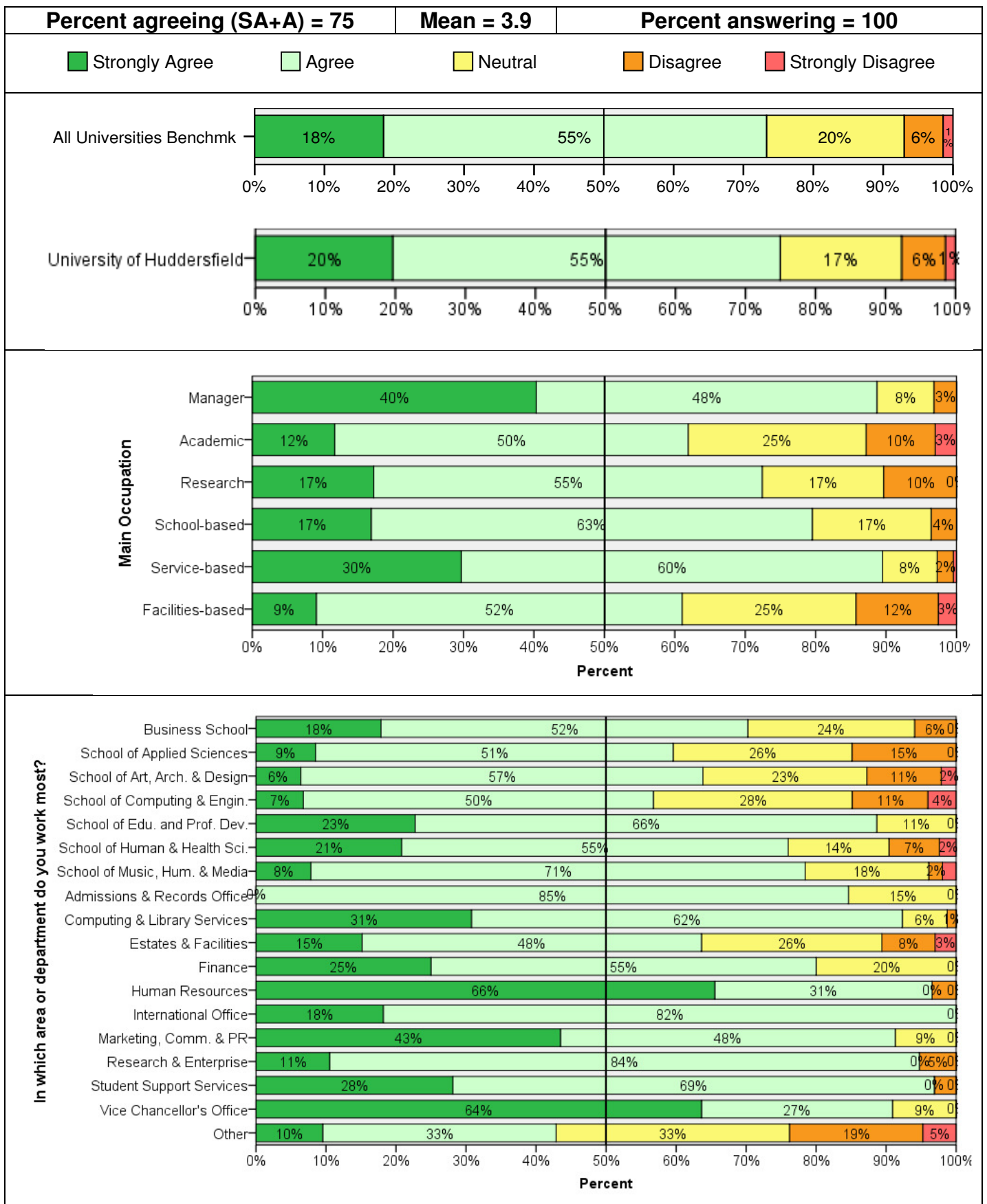
Question 29: I can talk to my line manager about something that has upset or annoyed me at work



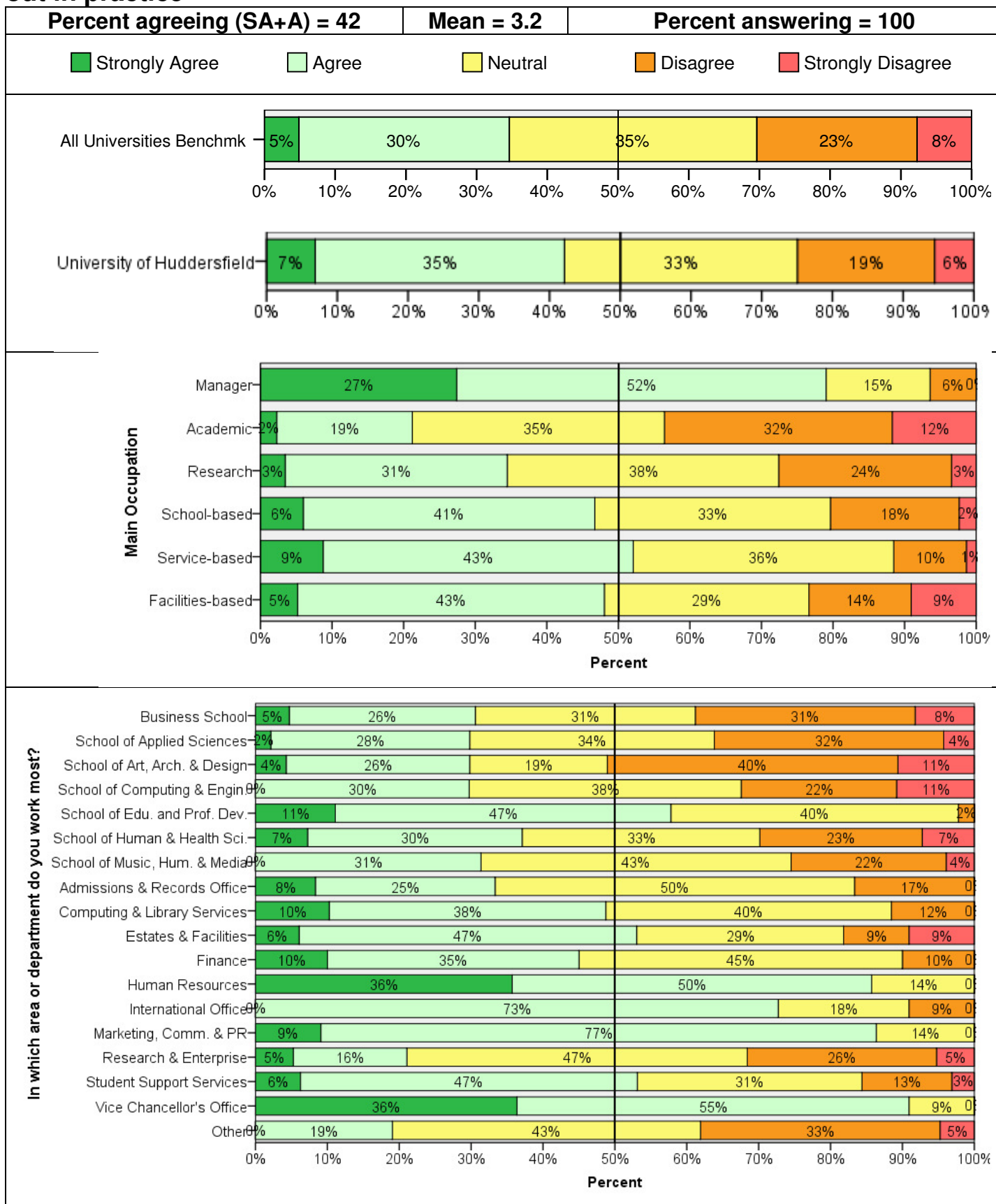
Question 30: My working time can be flexible



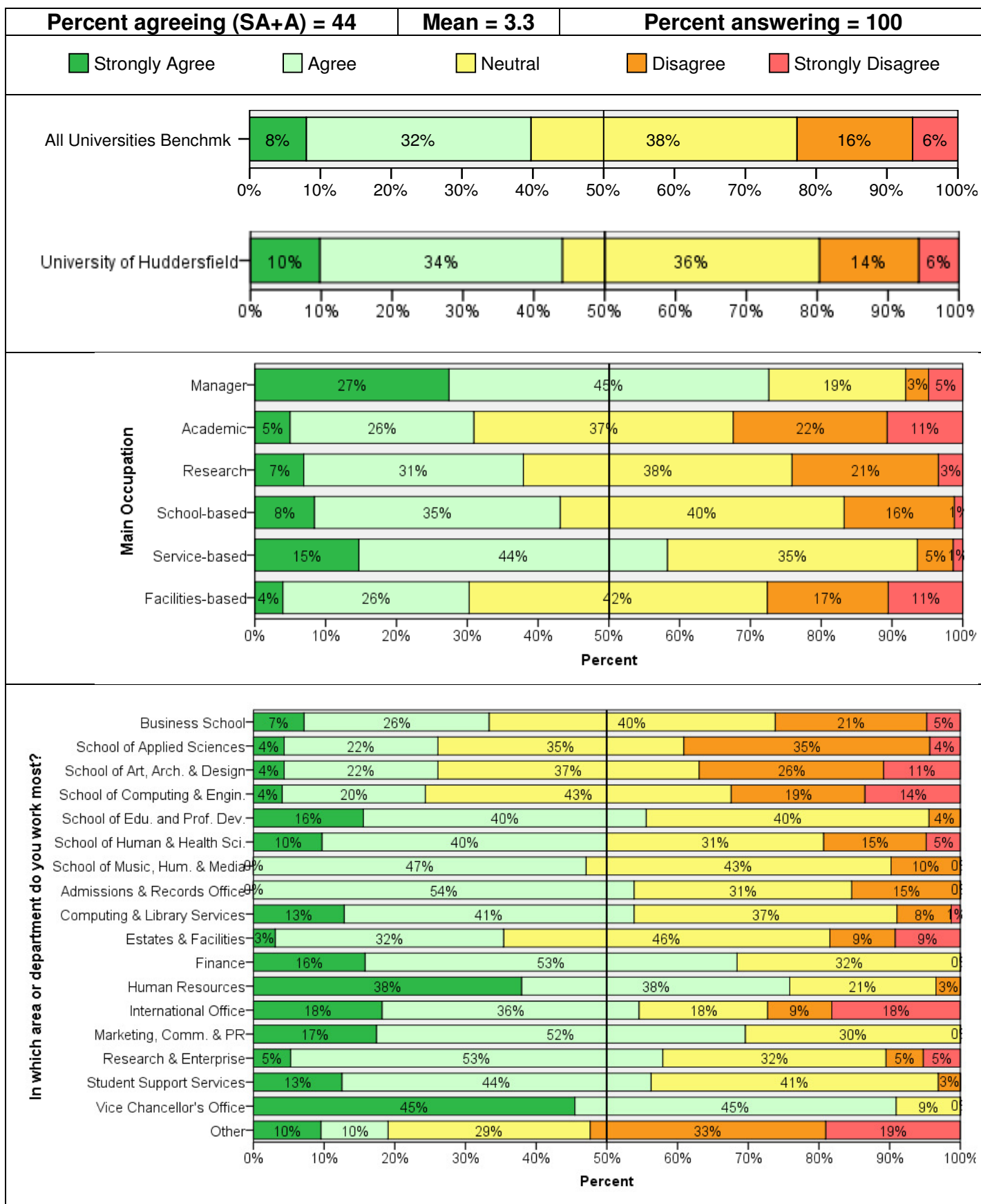
Question 31: My colleagues are willing to listen to my work-related problems



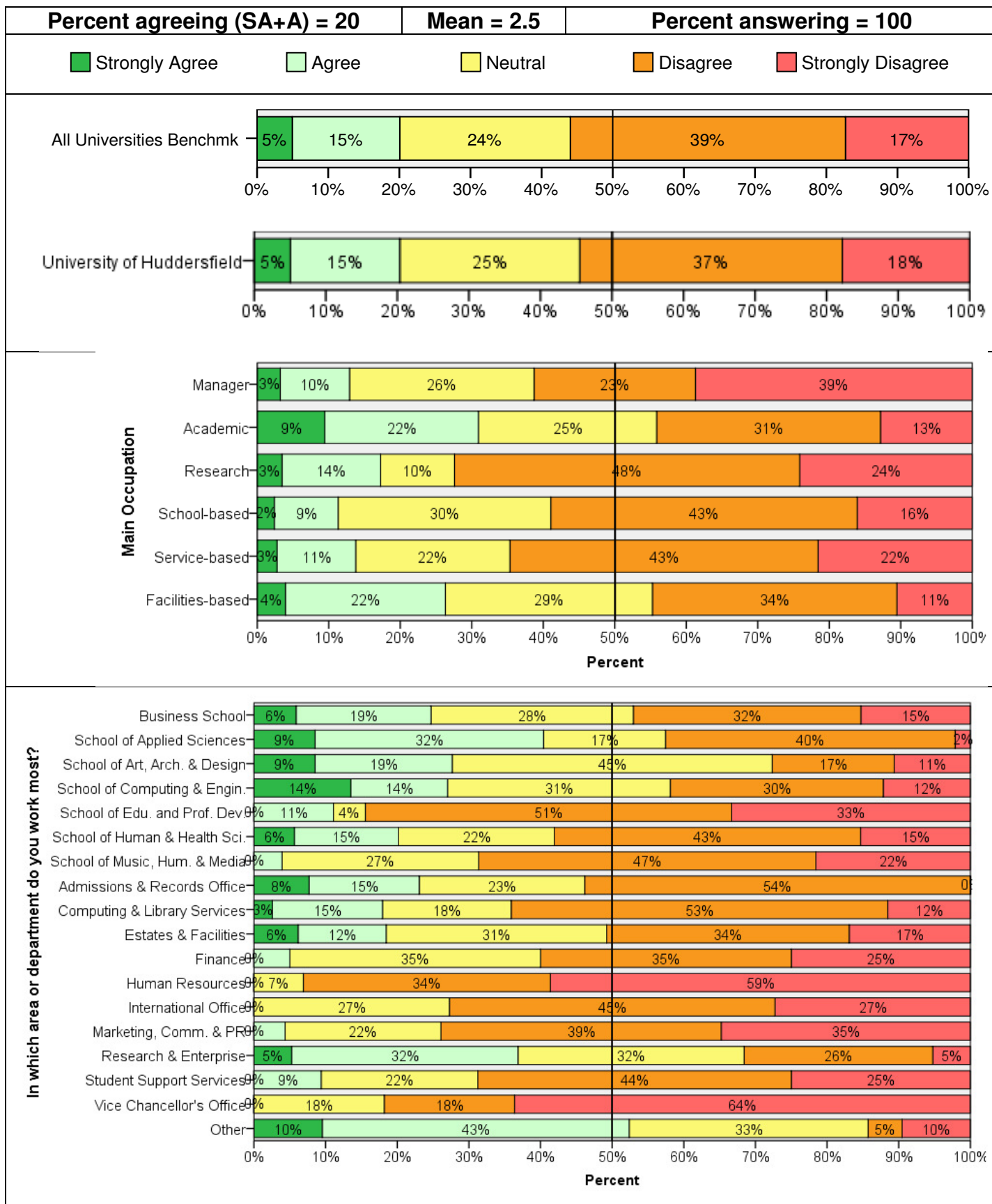
Question 32: When changes are made at work, I am clear how they will work out in practice



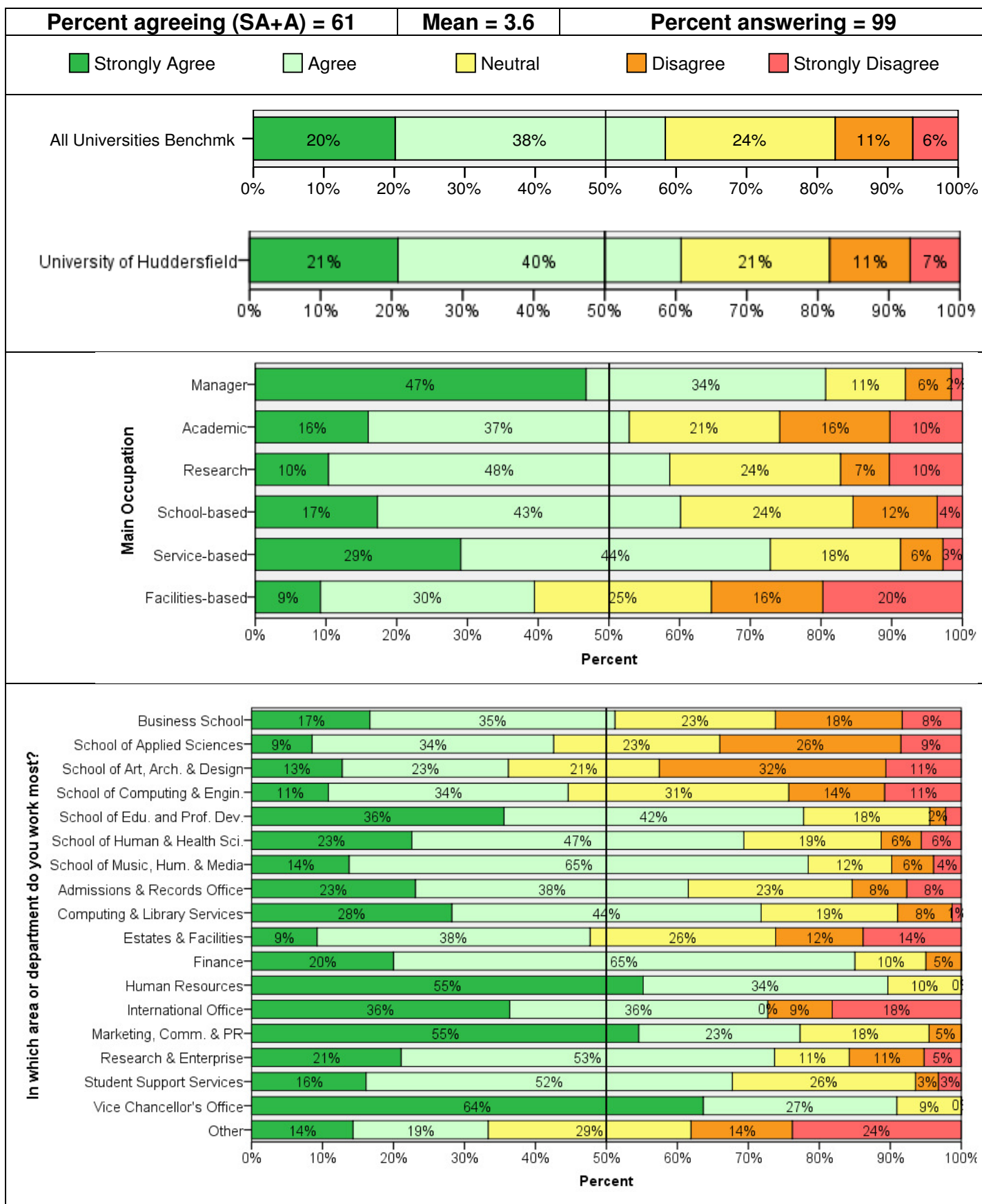
Question 33: I am supported through emotionally demanding work



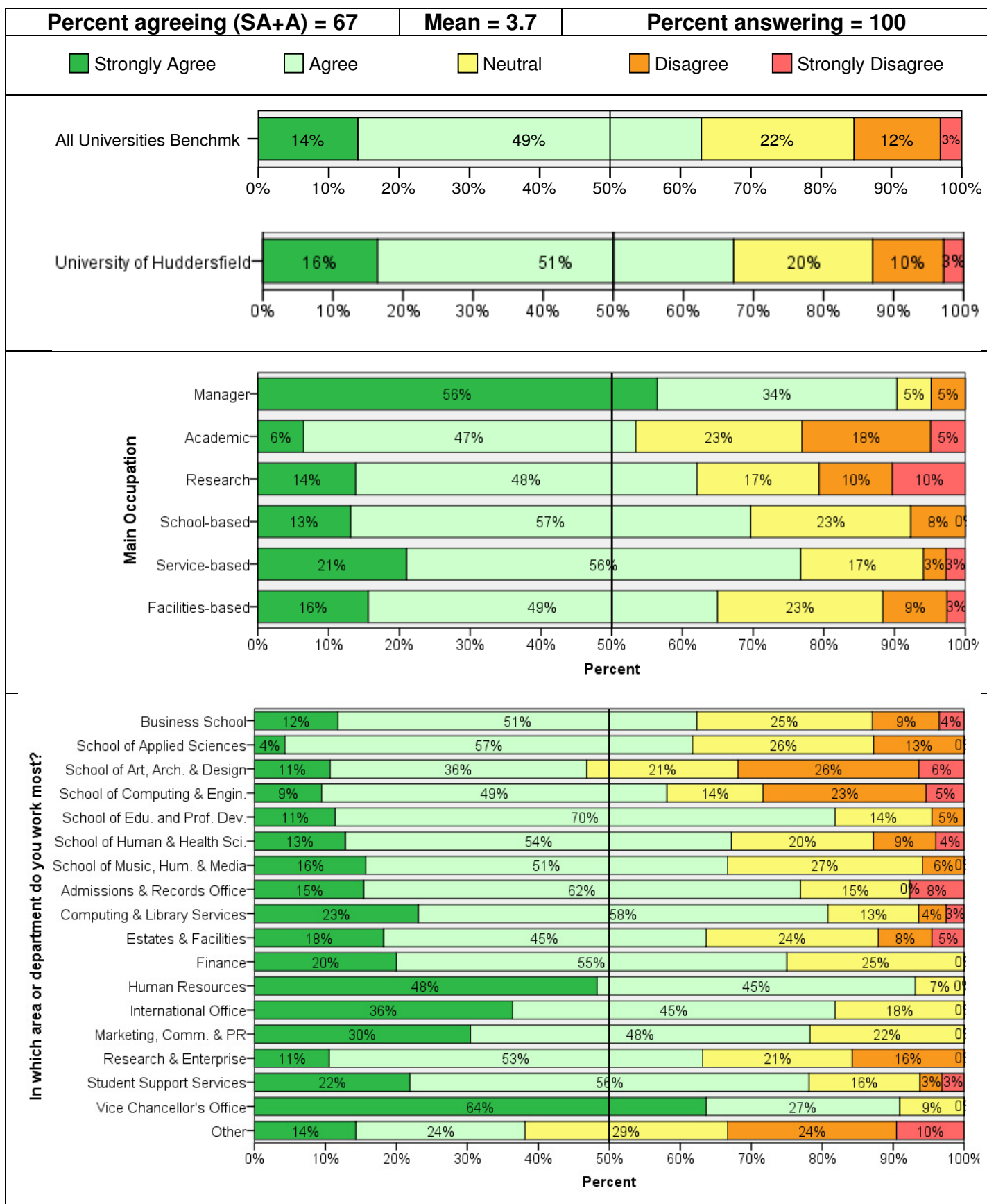
Question 34: Relationships at work are strained (-ve)



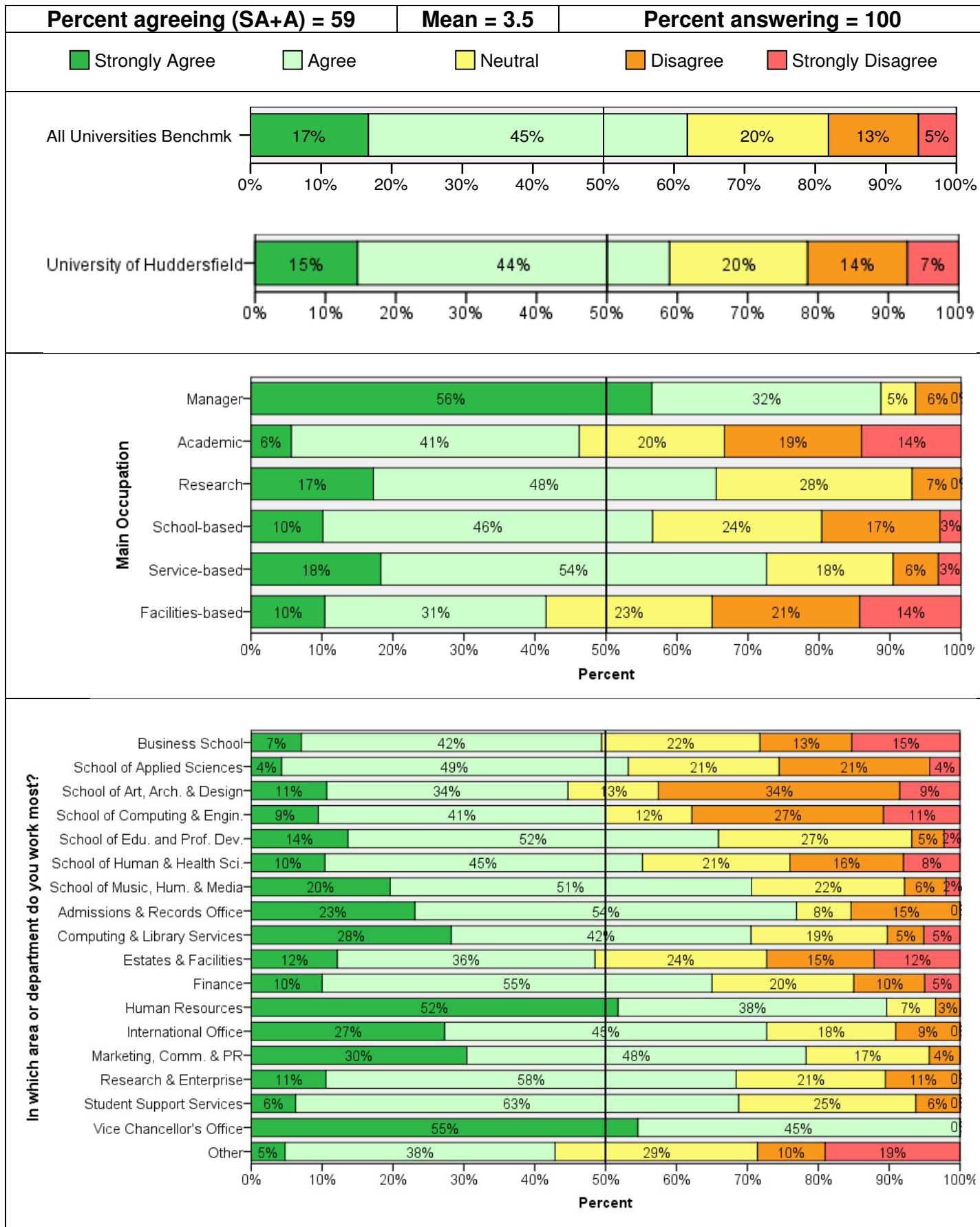
Question 35: My line manager encourages me at work



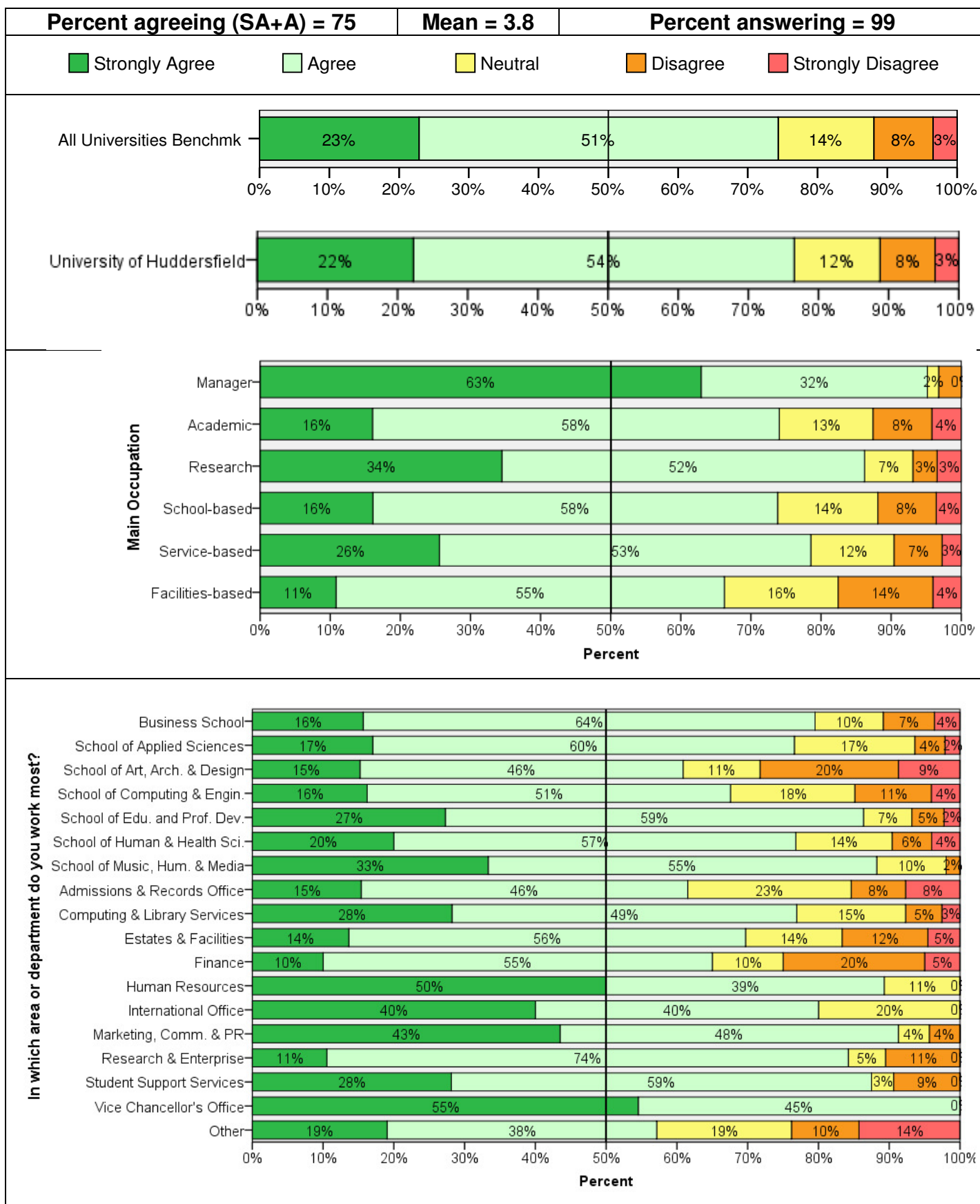
Question 36: I have a clear set of goals and aims to enable me to do my job



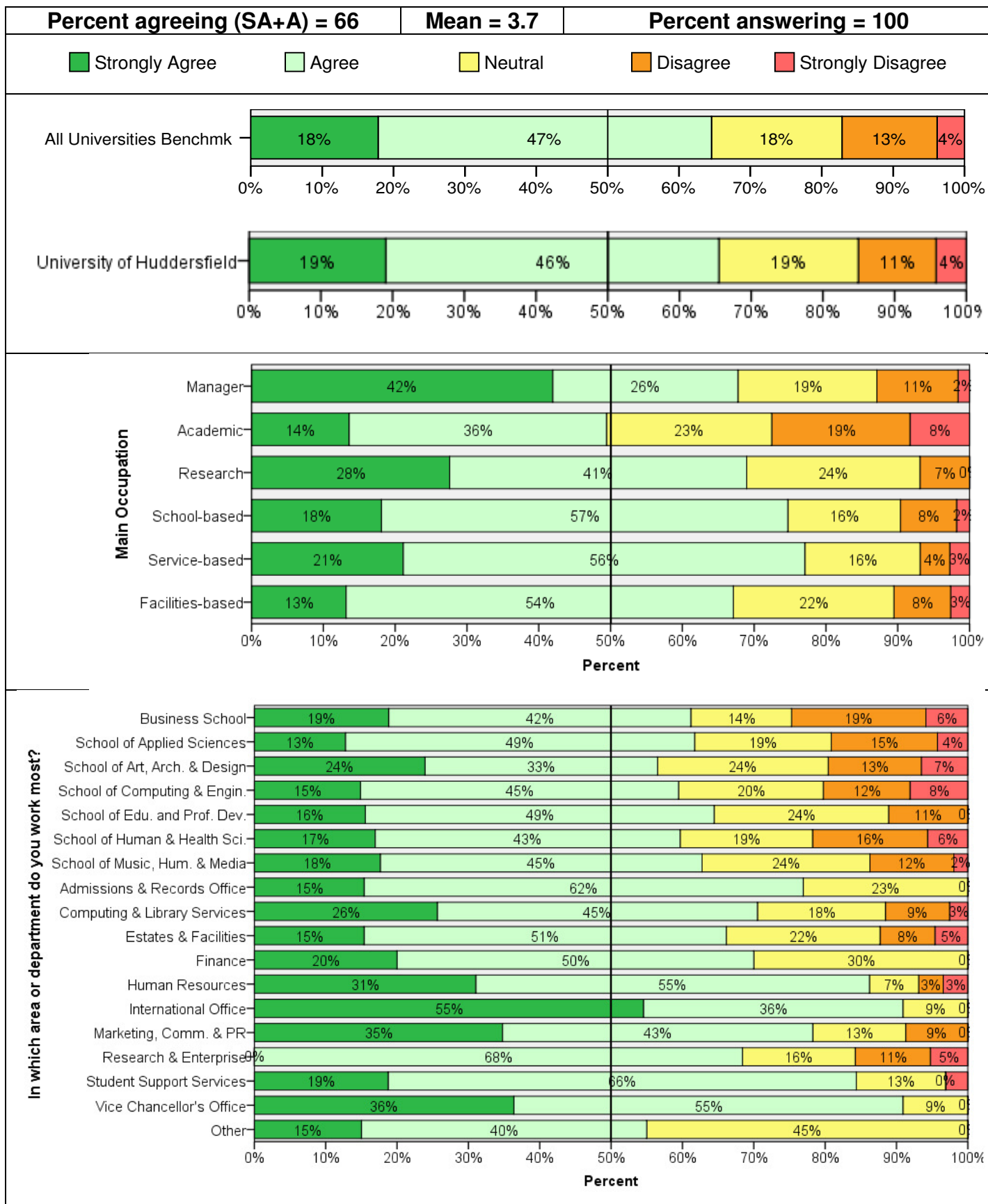
Question 37: I feel able to voice opinions and influence changes in my area of work



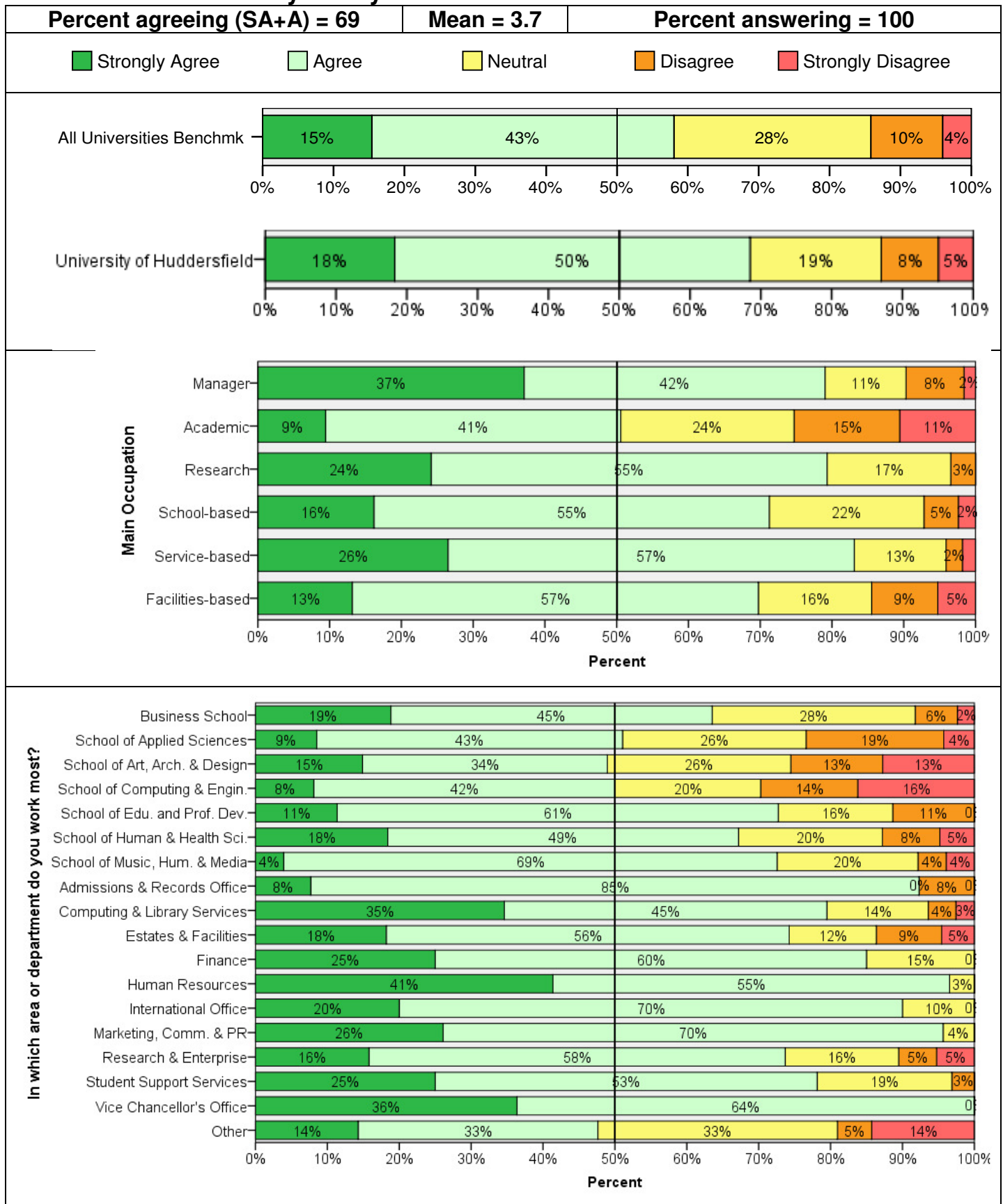
Question 38: I have the opportunity to use my abilities at work



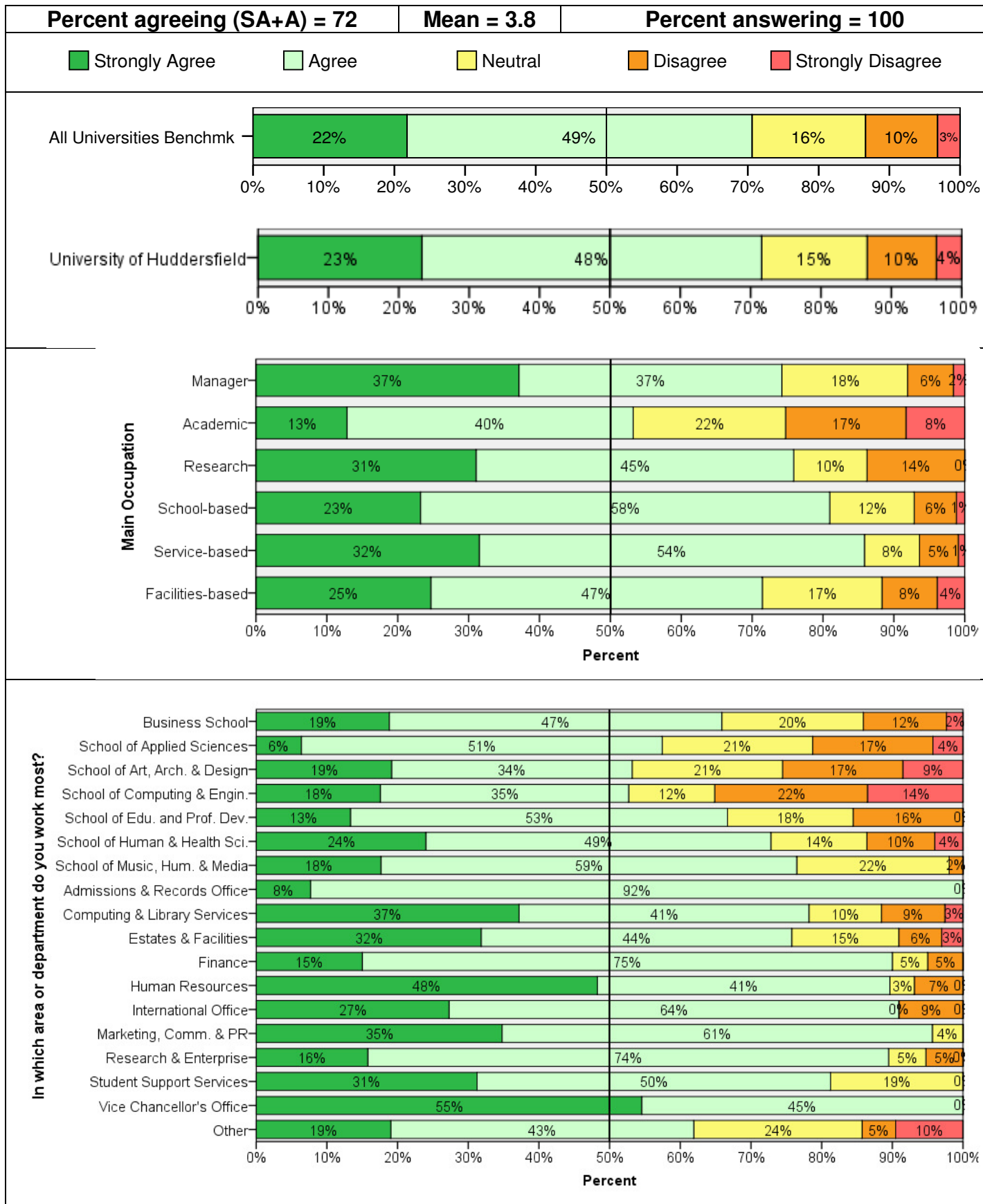
Question 39: I feel well at the moment



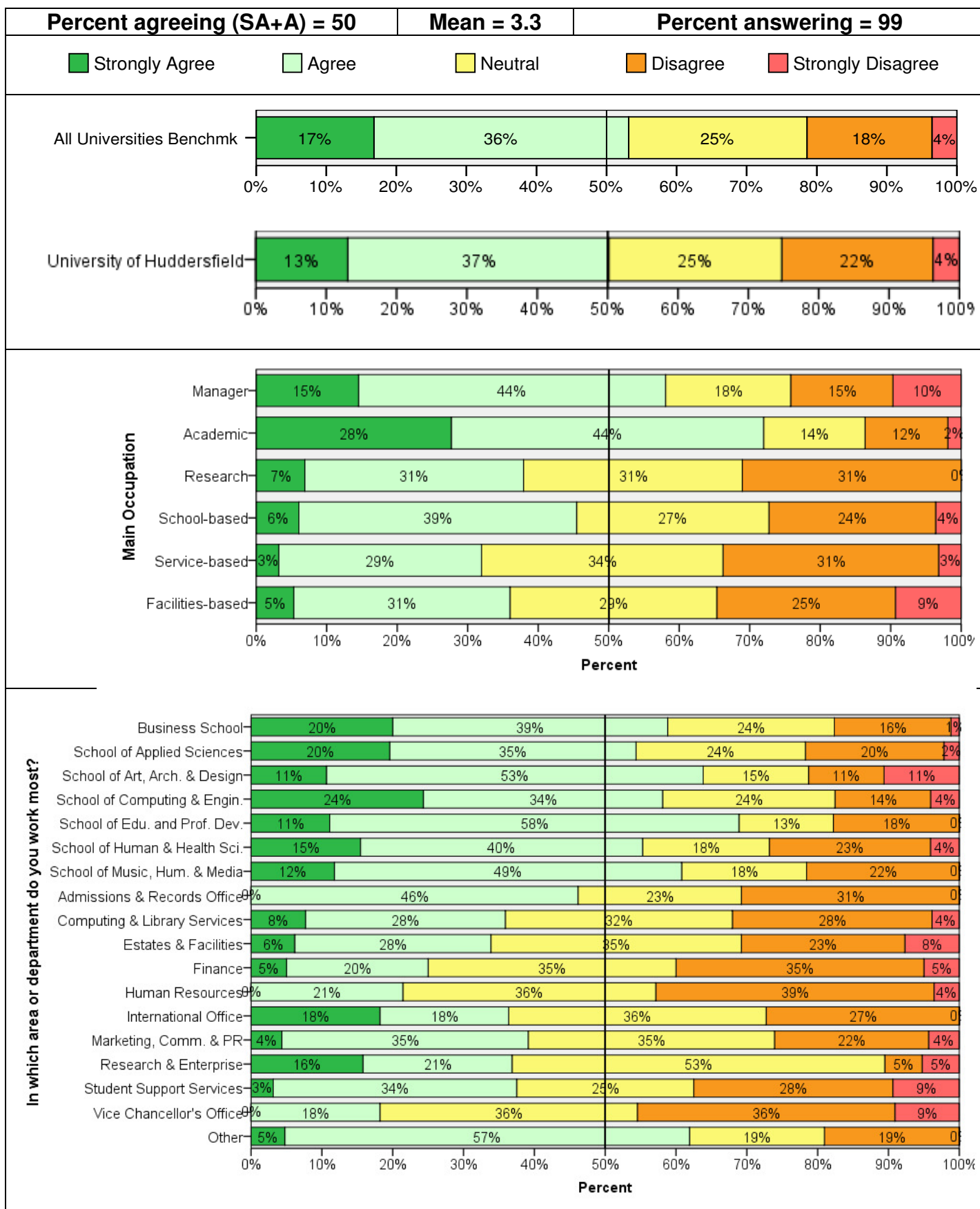
Question 40: The University provides adequate facilities and flexibility for me to fit work in around my family life



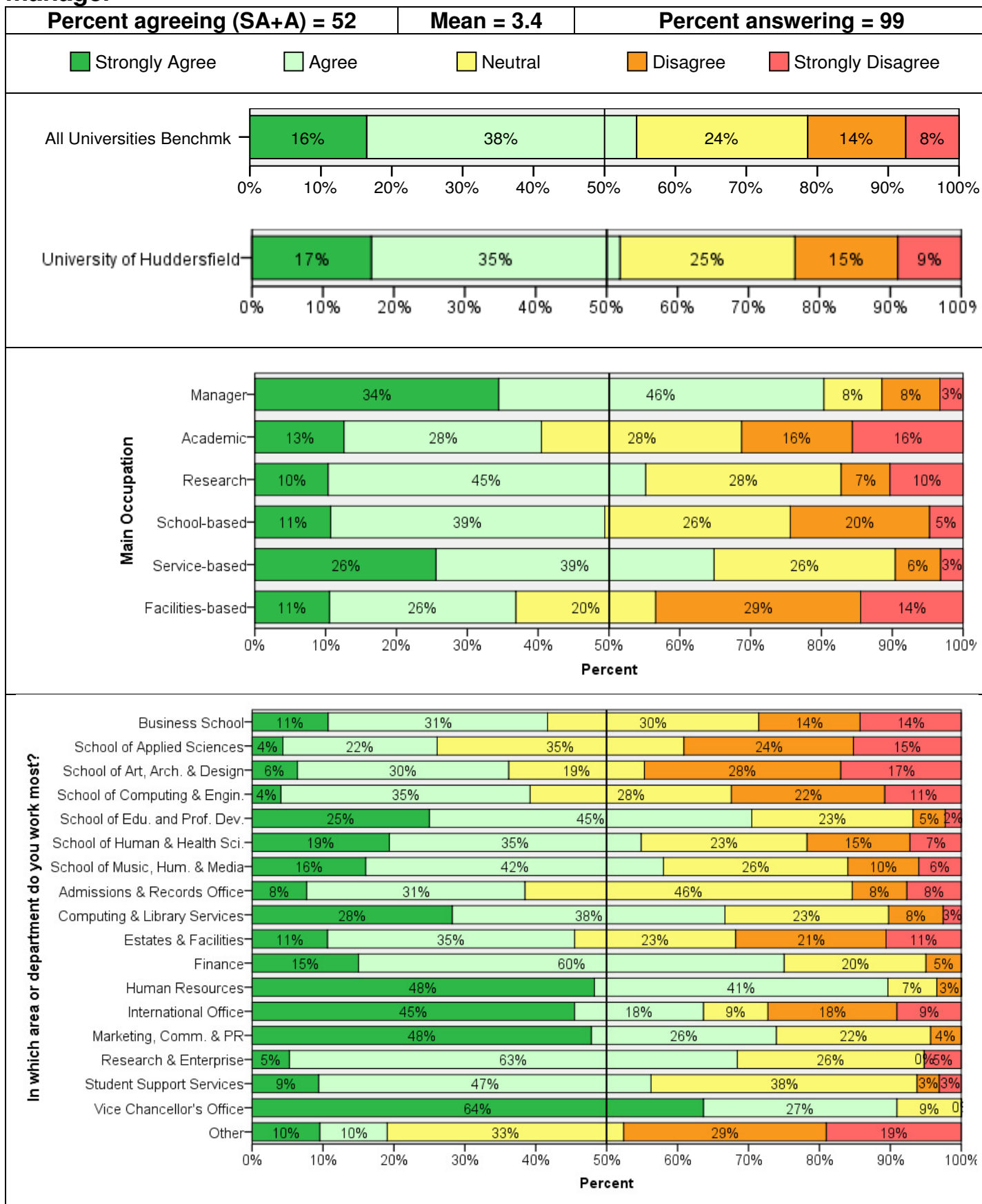
Question 41: My current working hours / patterns suit my personal circumstances



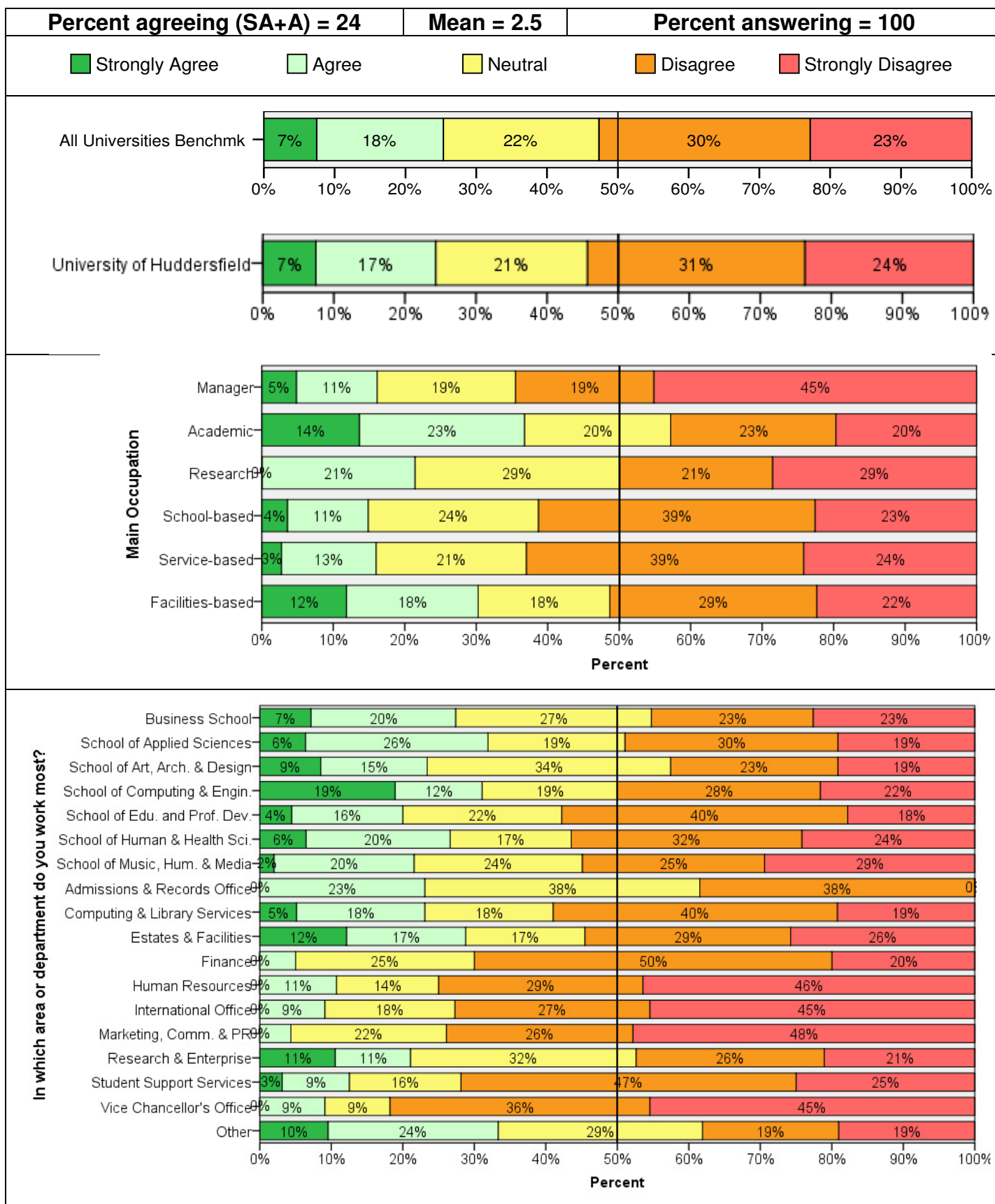
Question 42: I often feel under pressure at work (-ve)



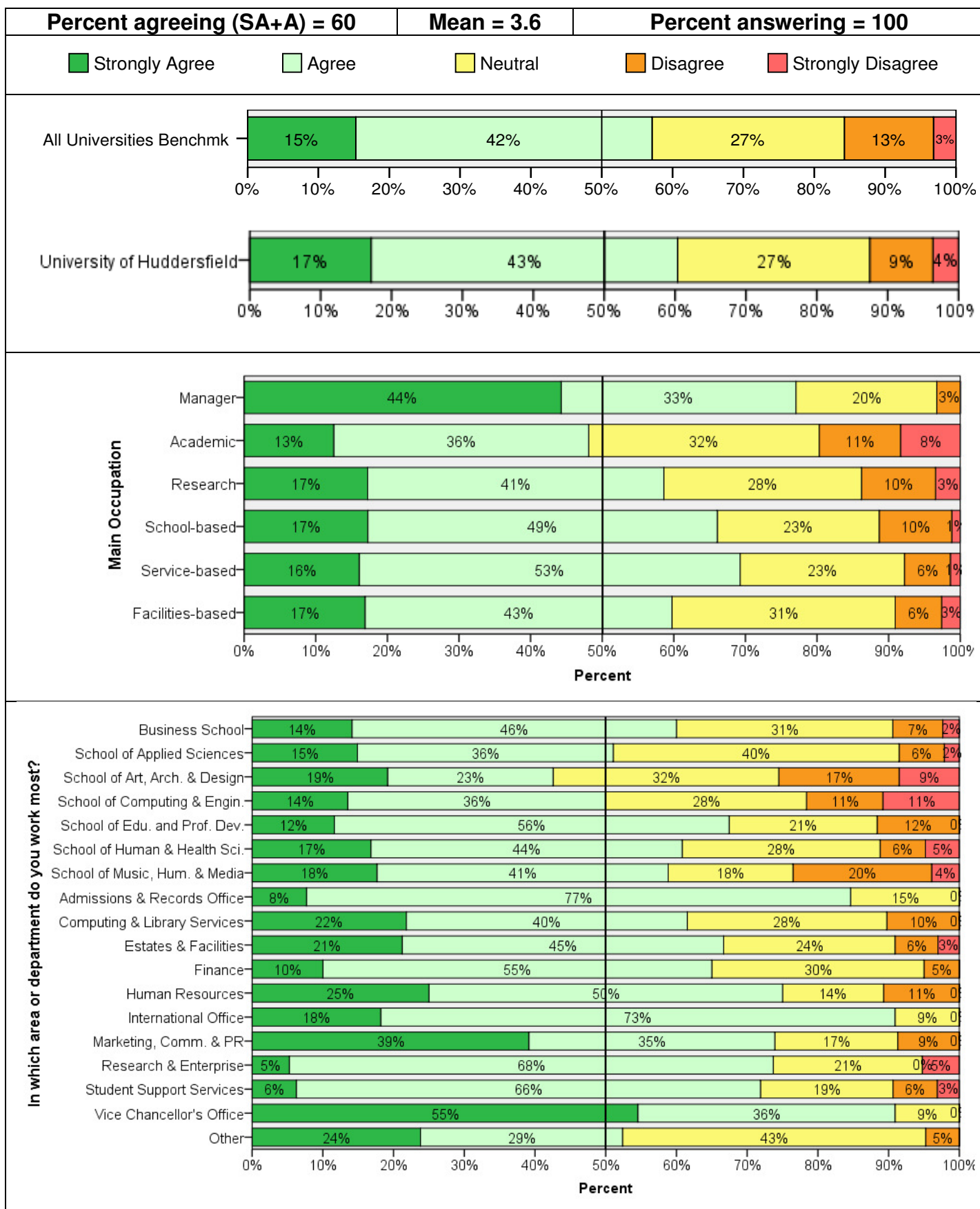
Question 43: When I have done a good job it is acknowledged by my line manager



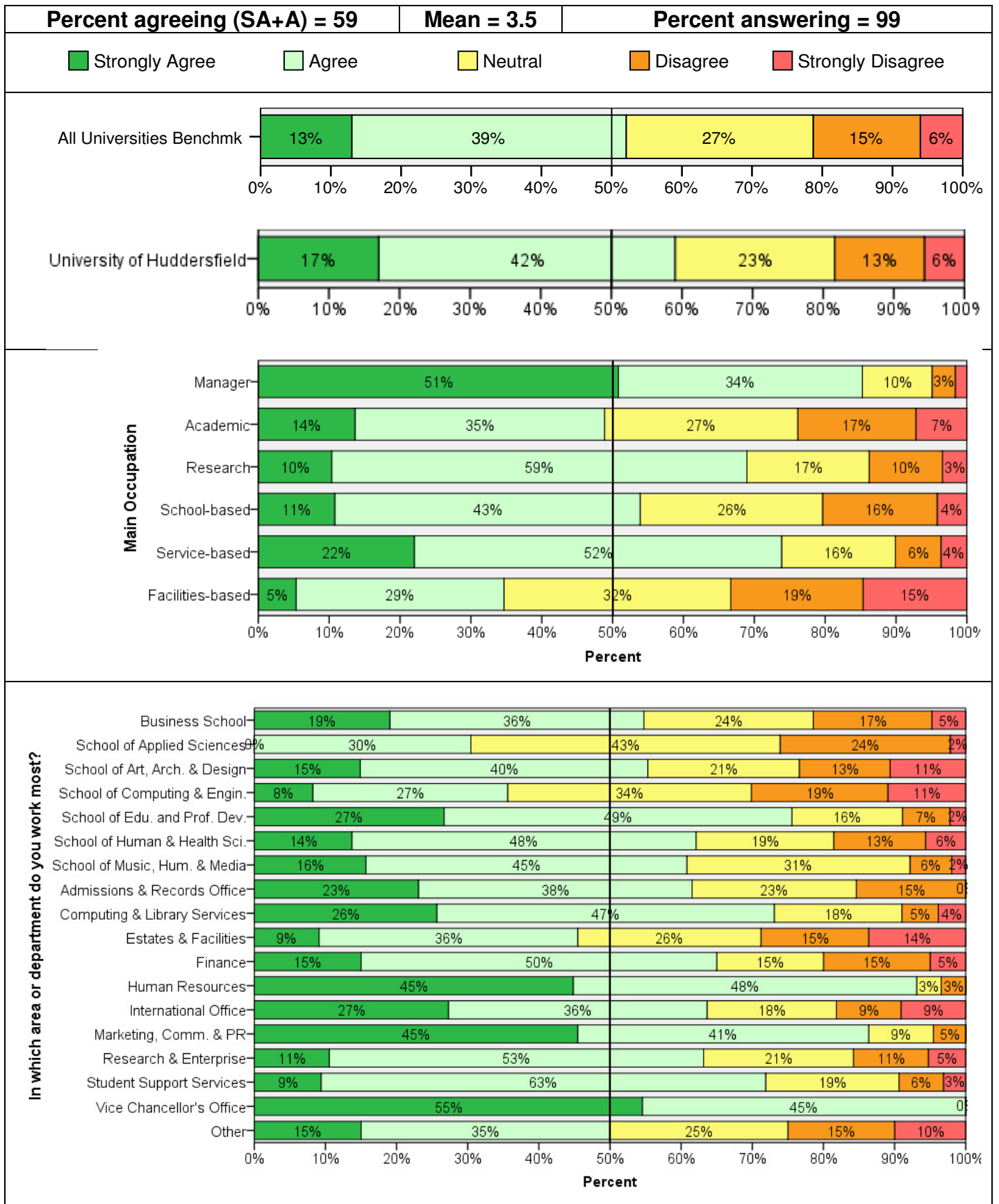
Question 44: Recently, I have been feeling unhappy and depressed (-ve)



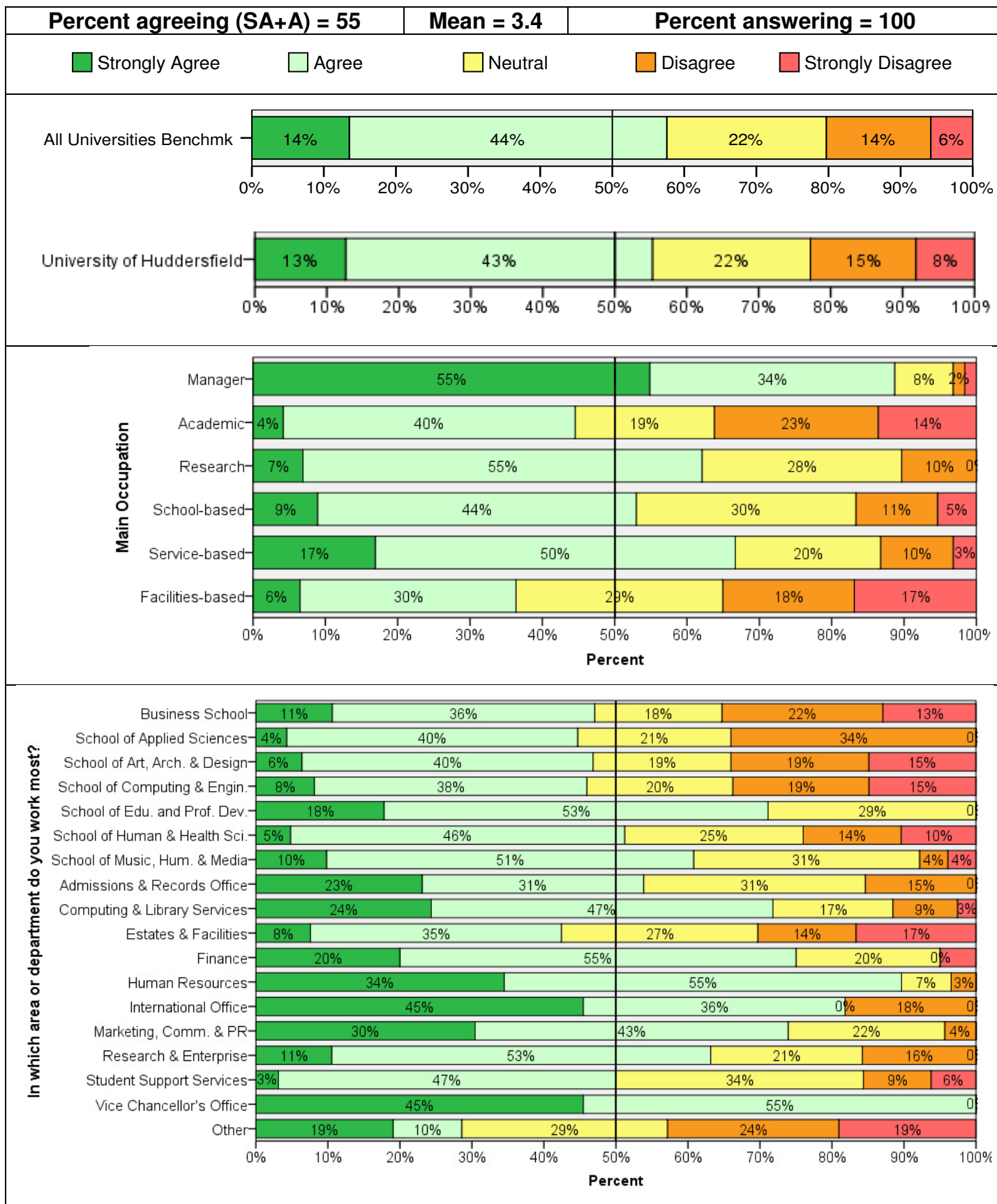
Question 45: I am satisfied with my life



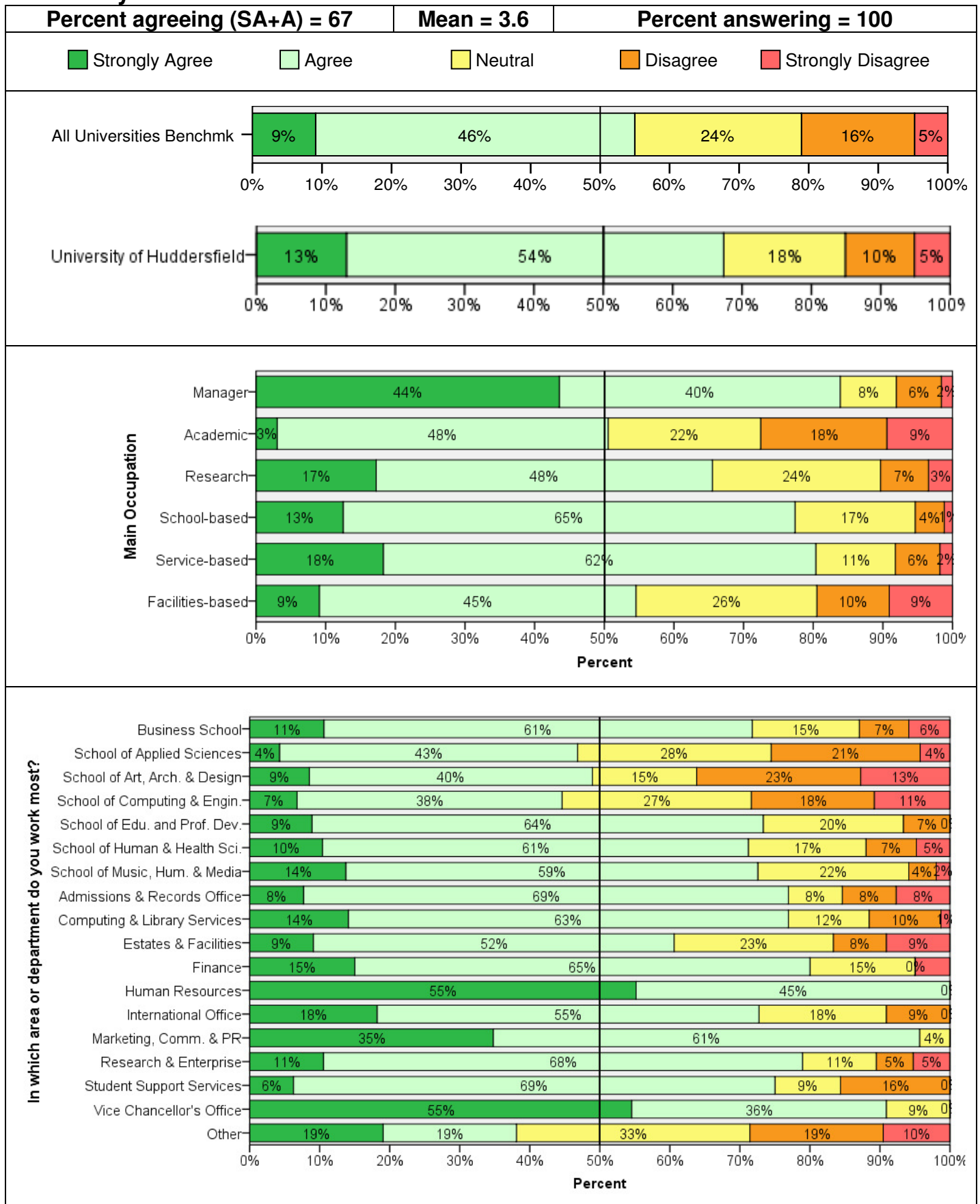
Question 46: I am encouraged to develop new skills



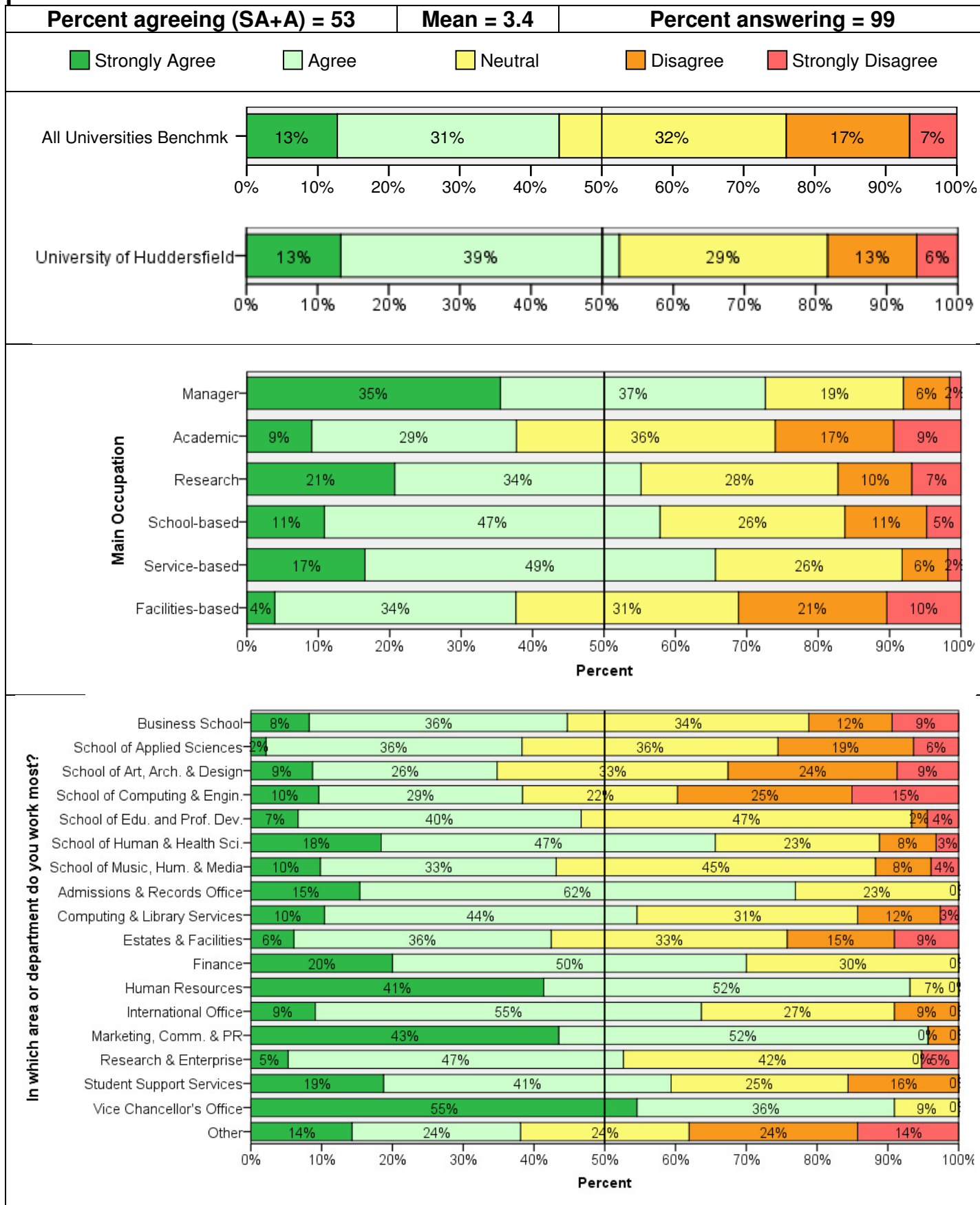
Question 47: I am involved in decisions that affect me in my own area of work



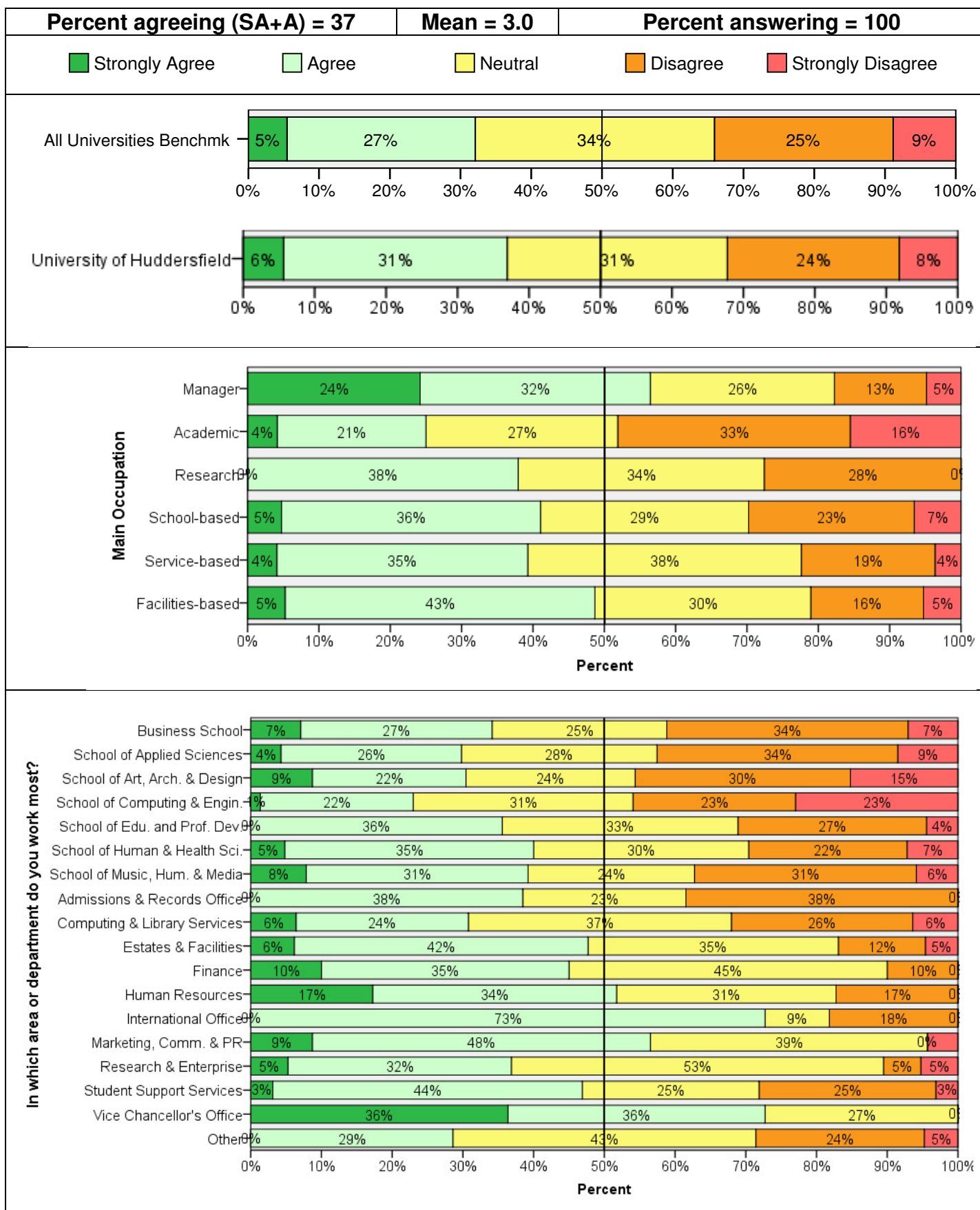
Question 48: The University provides me with what I need to do my job effectively



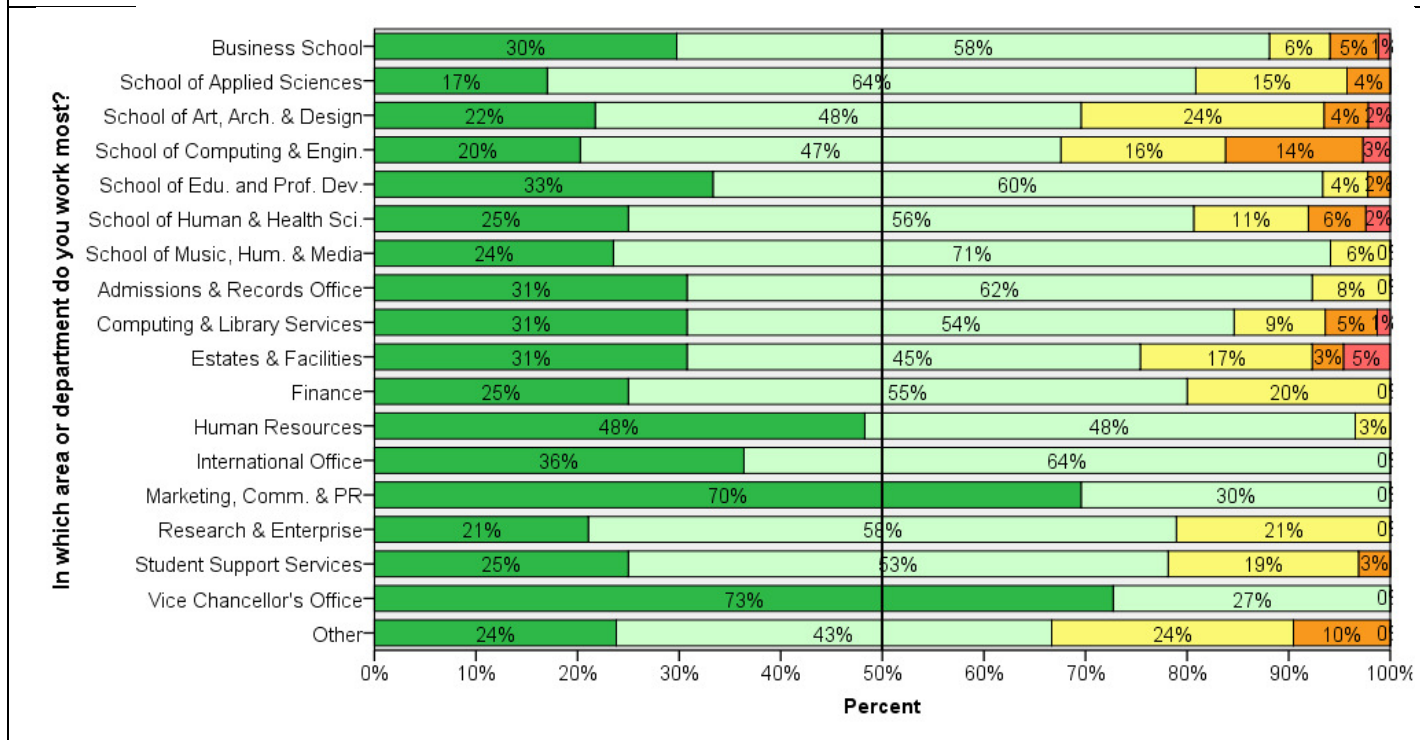
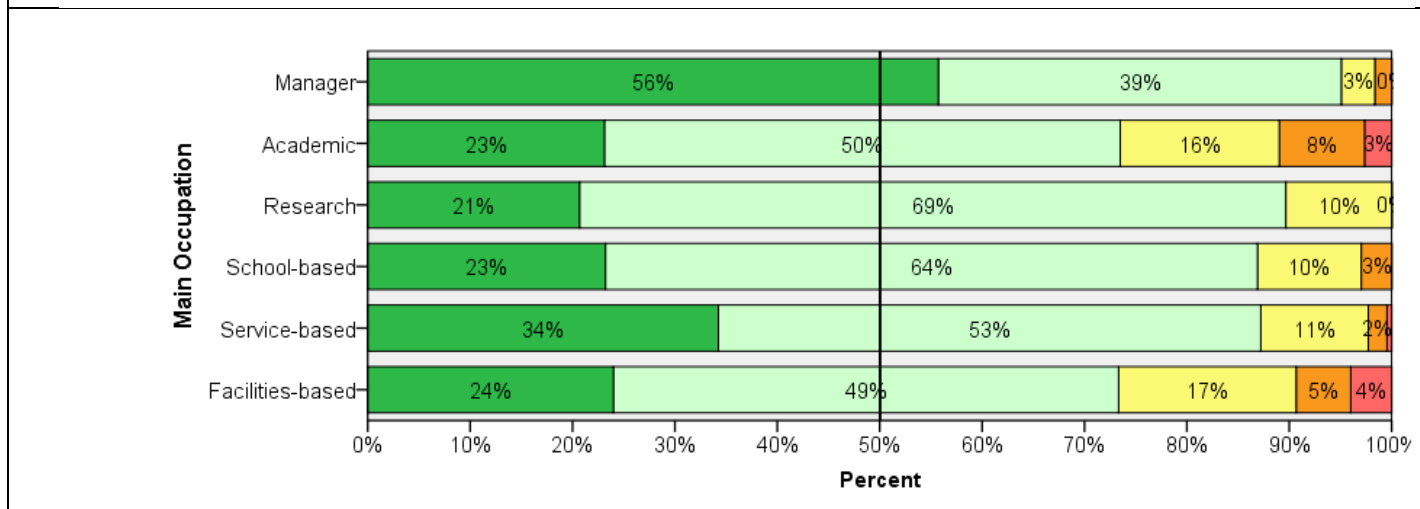
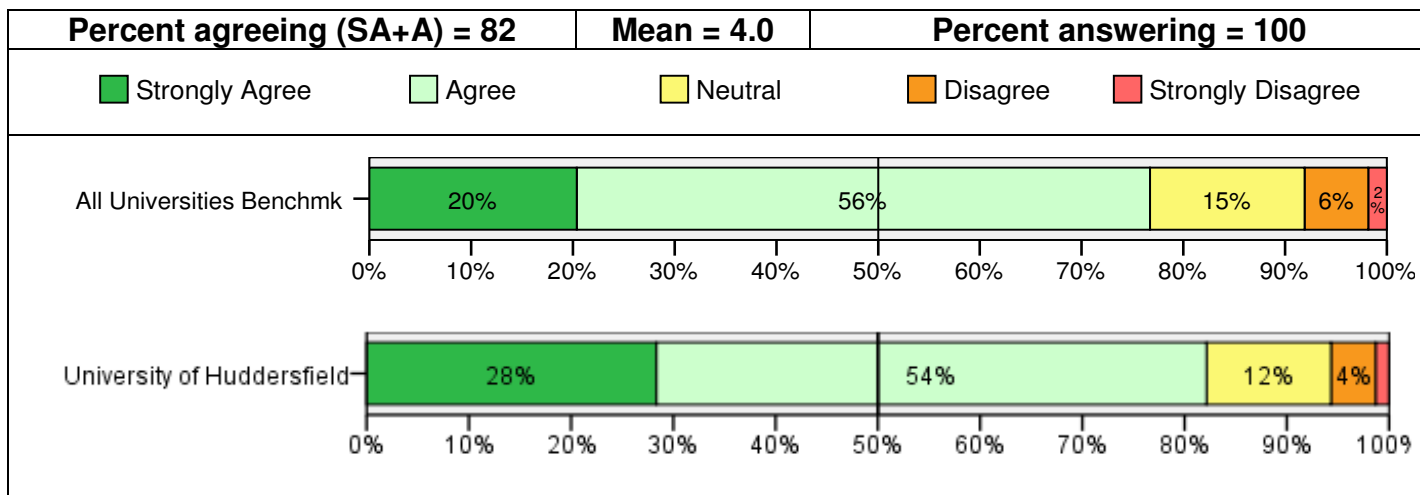
Question 49: My line manager actively promotes flexible working hours / patterns



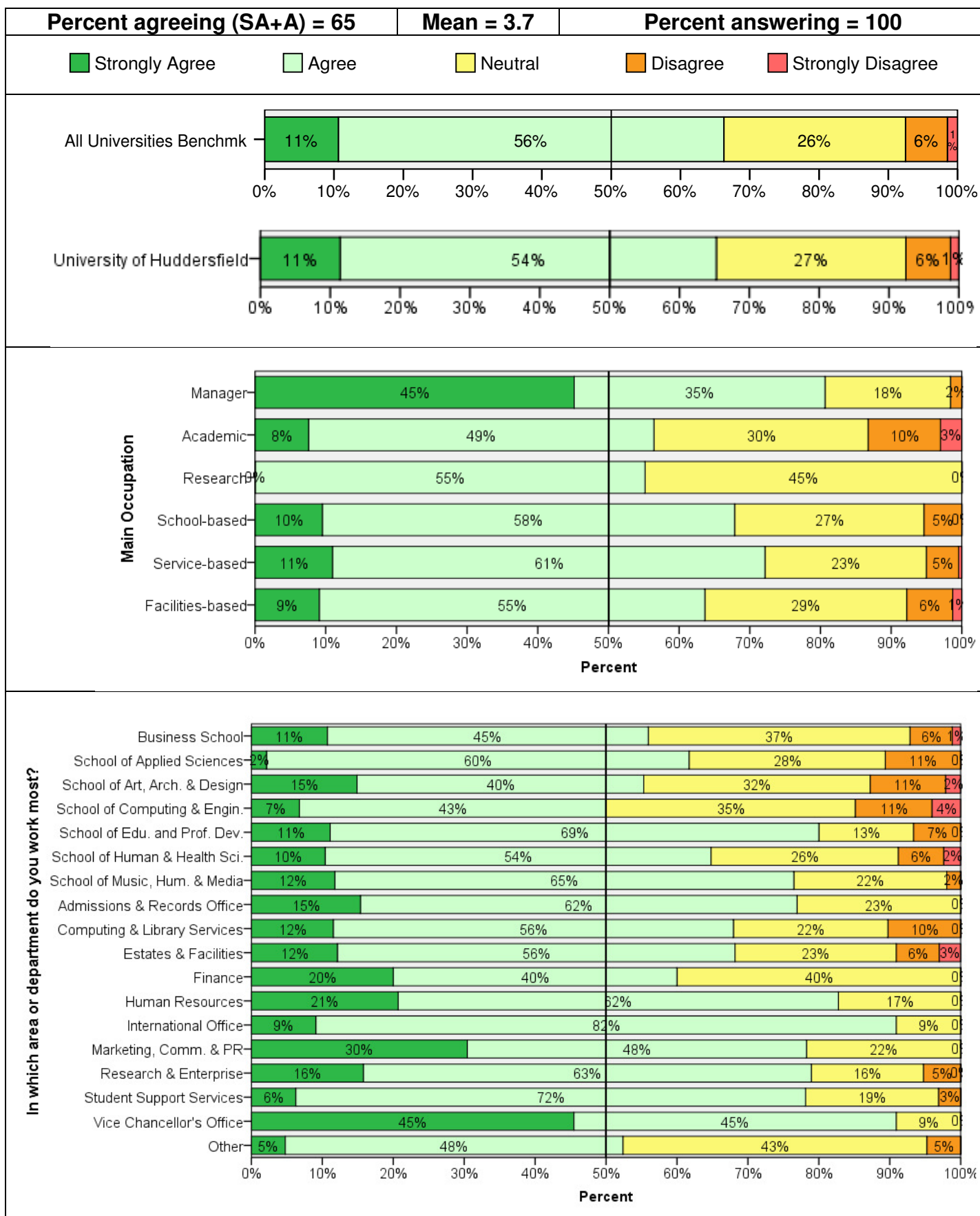
Question 50: In most ways my life is close to ideal



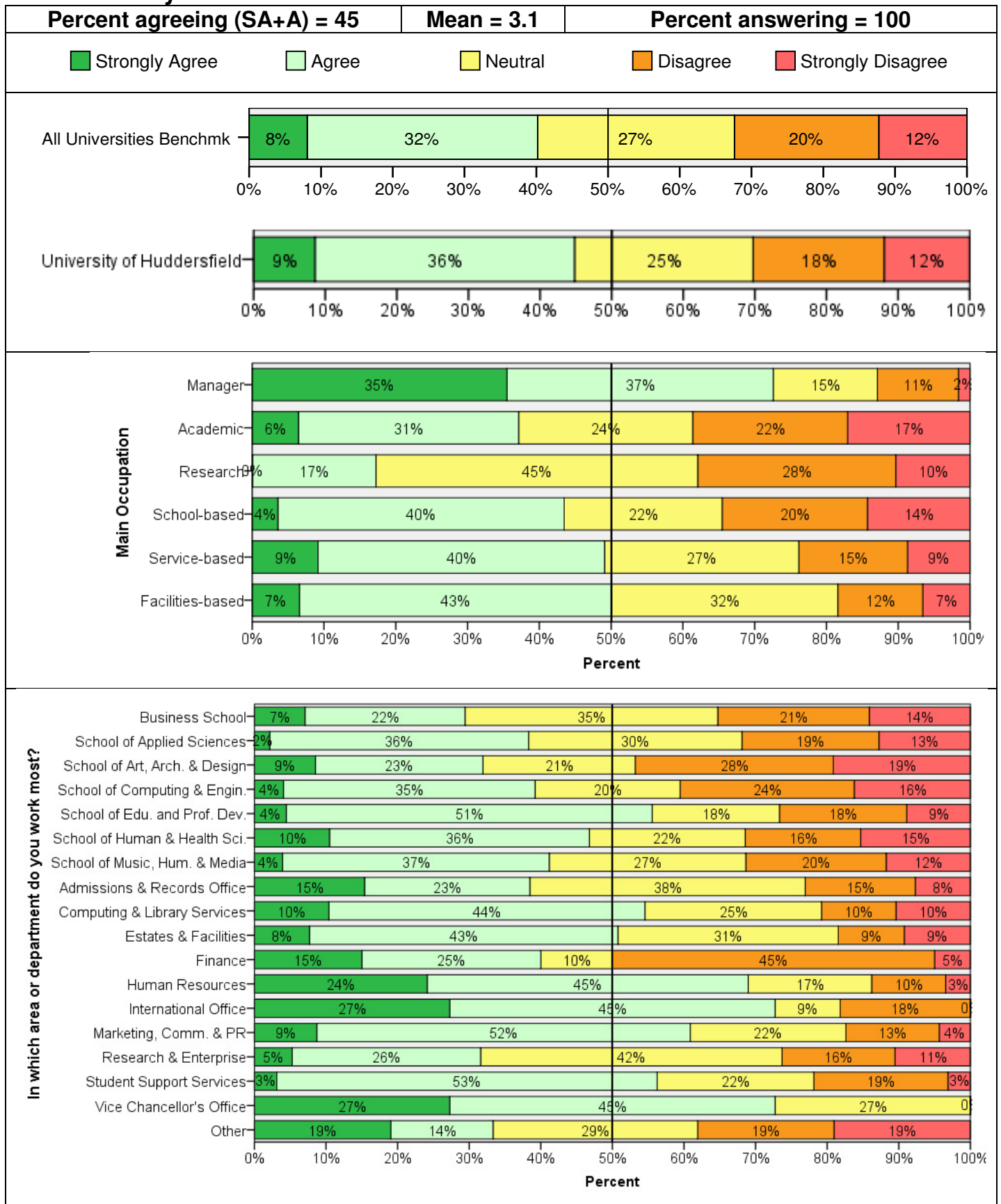
Question 51: I work in a safe environment



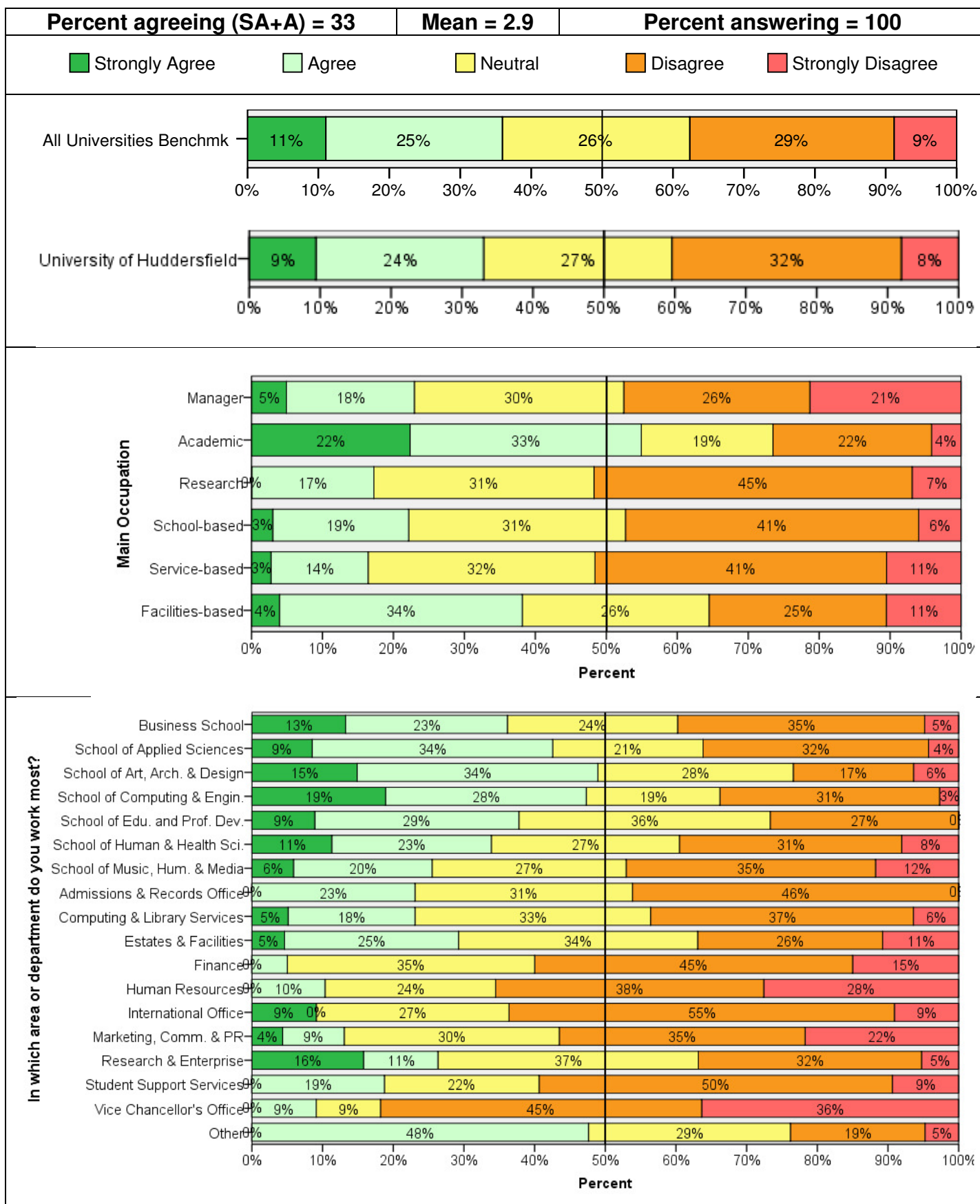
Question 52: Generally things work out well for me



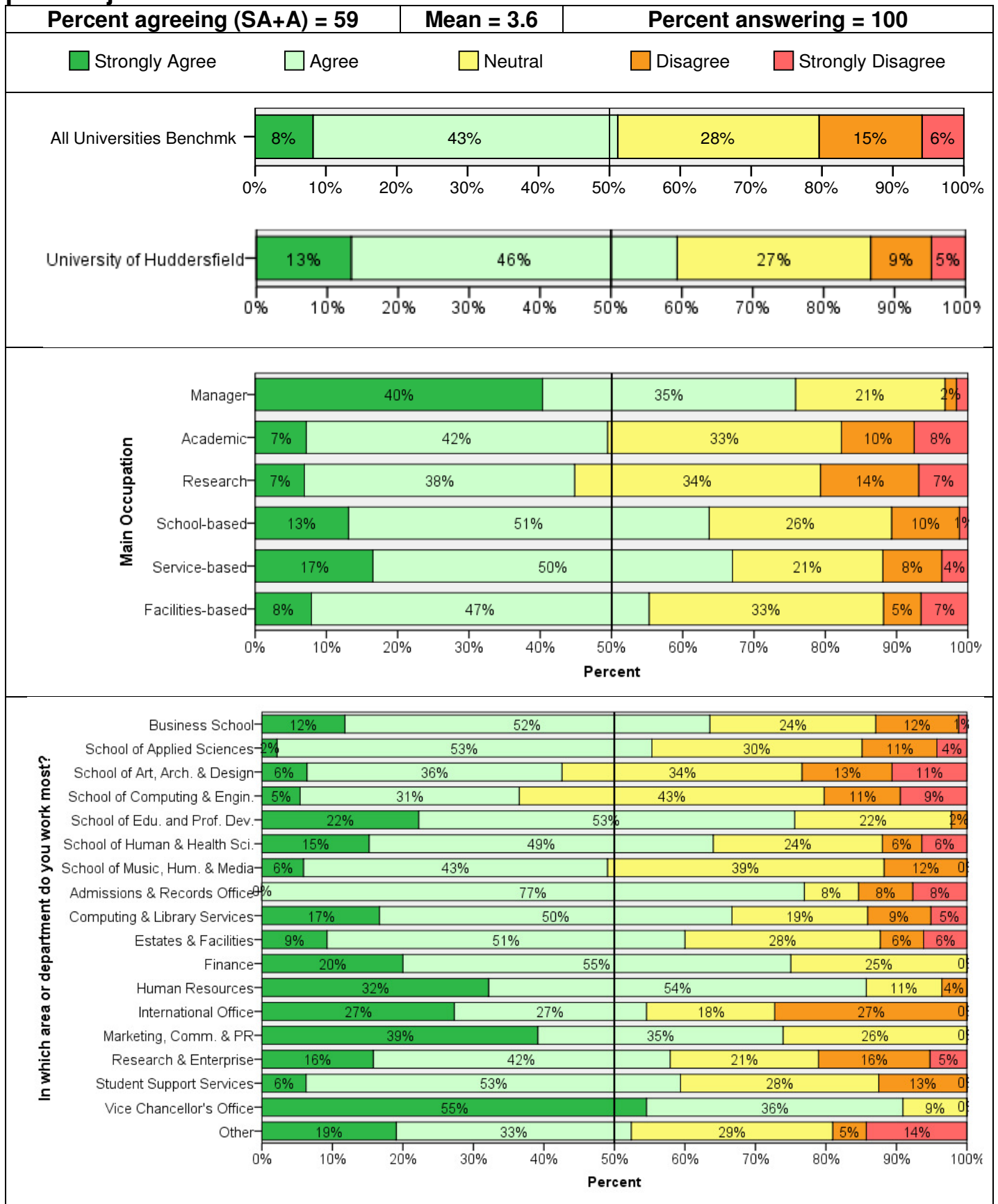
Question 53: I am satisfied with the career opportunities available for me at the University



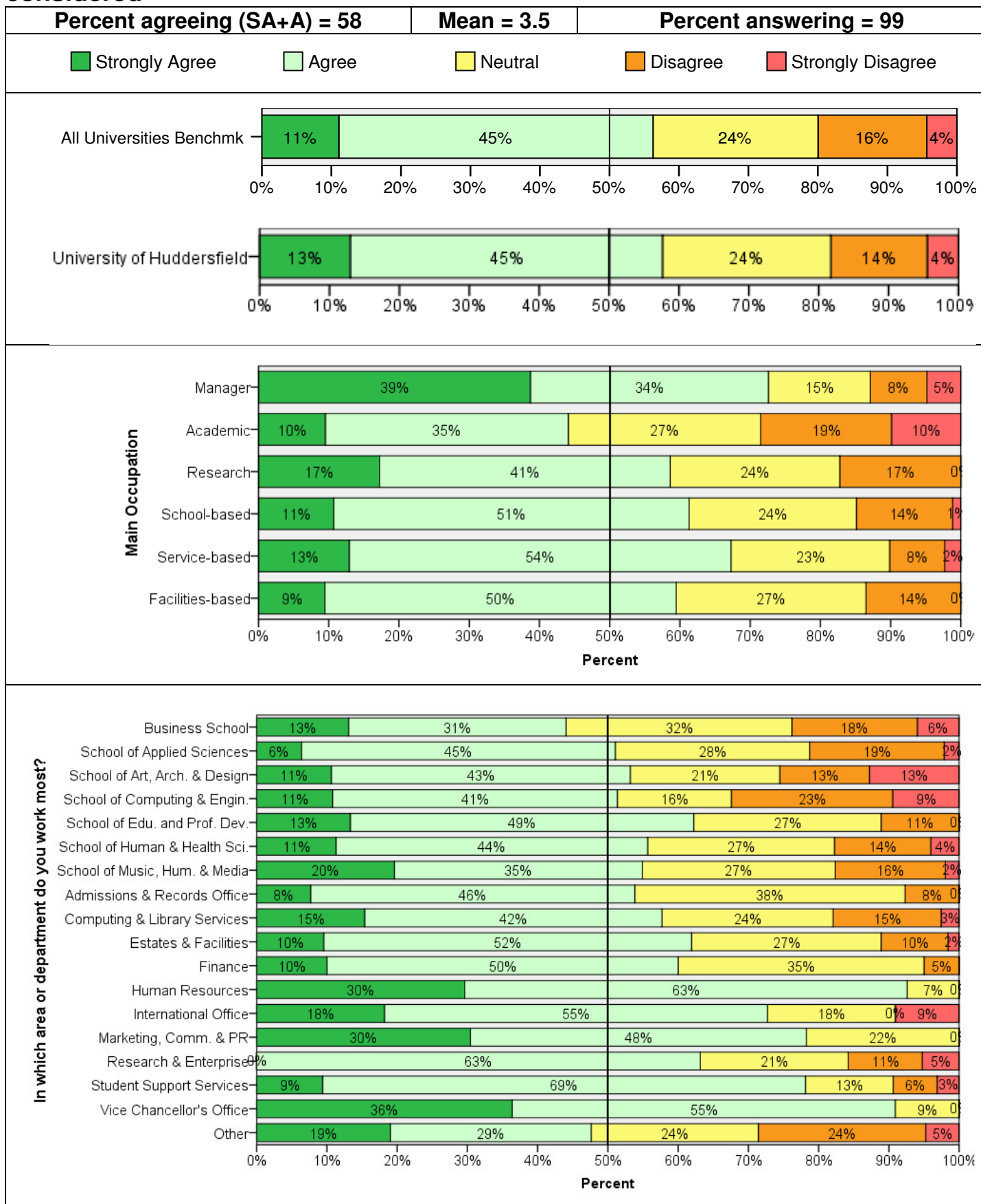
Question 54: I often feel excessive levels of stress at work (-ve)



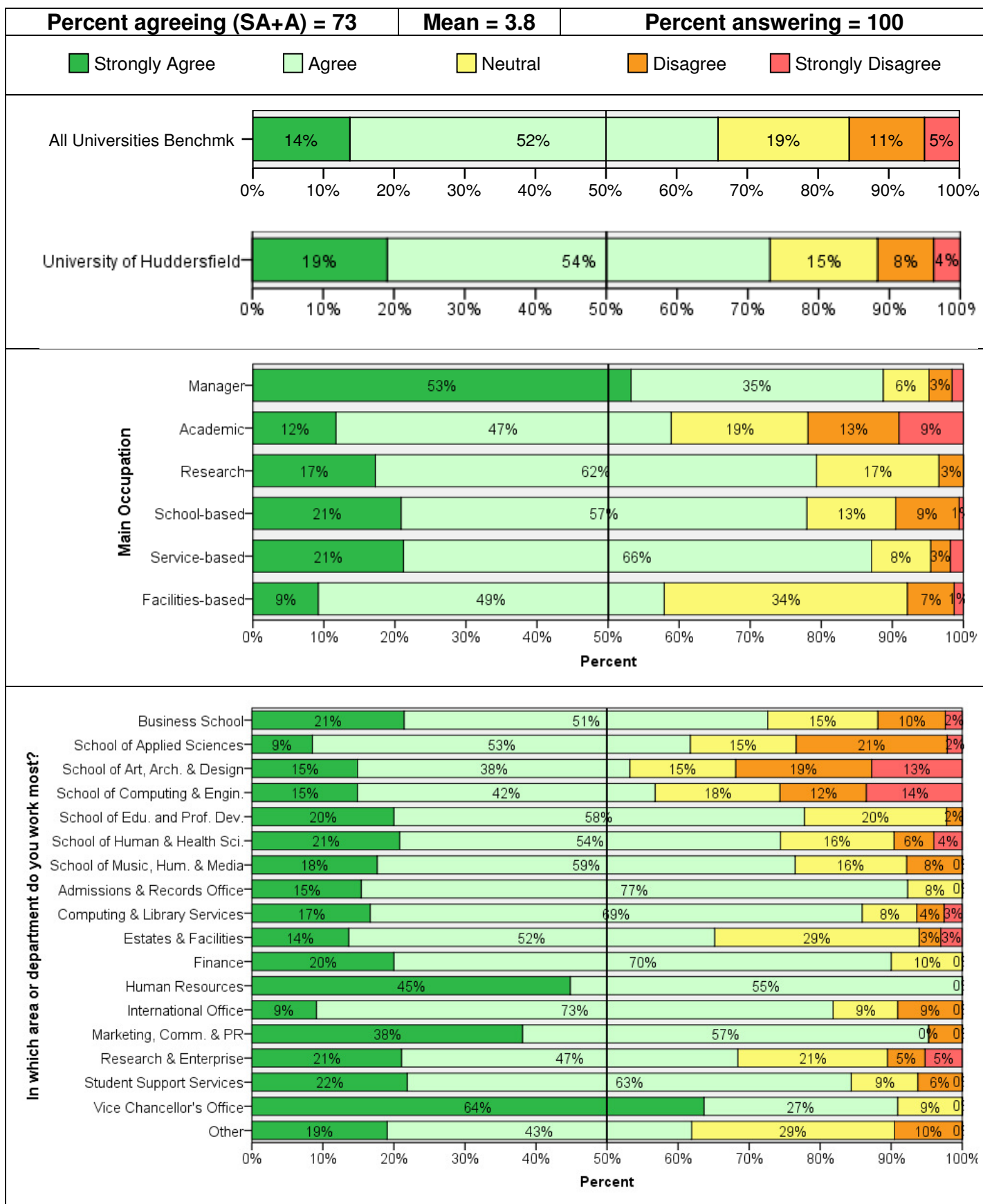
Question 55: I am satisfied with the training I receive in order to perform my present job



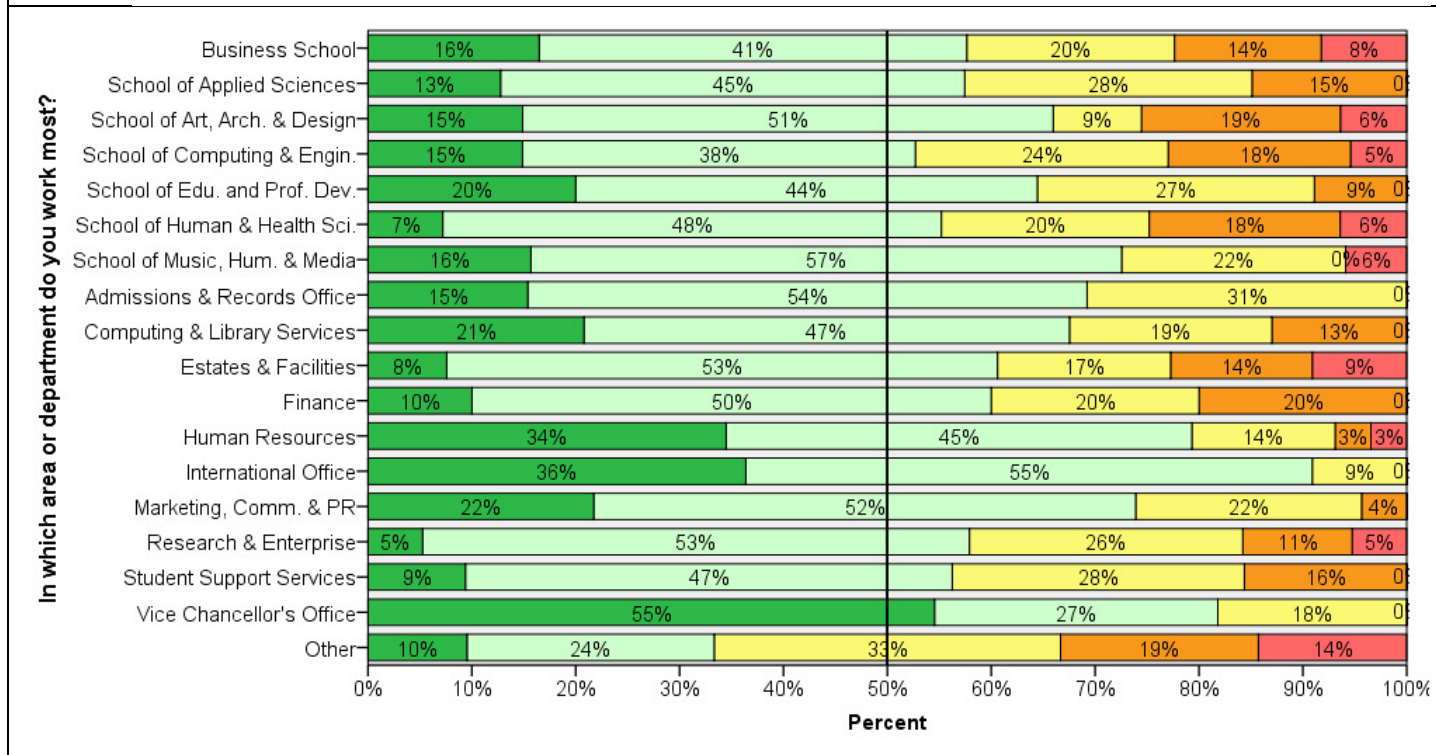
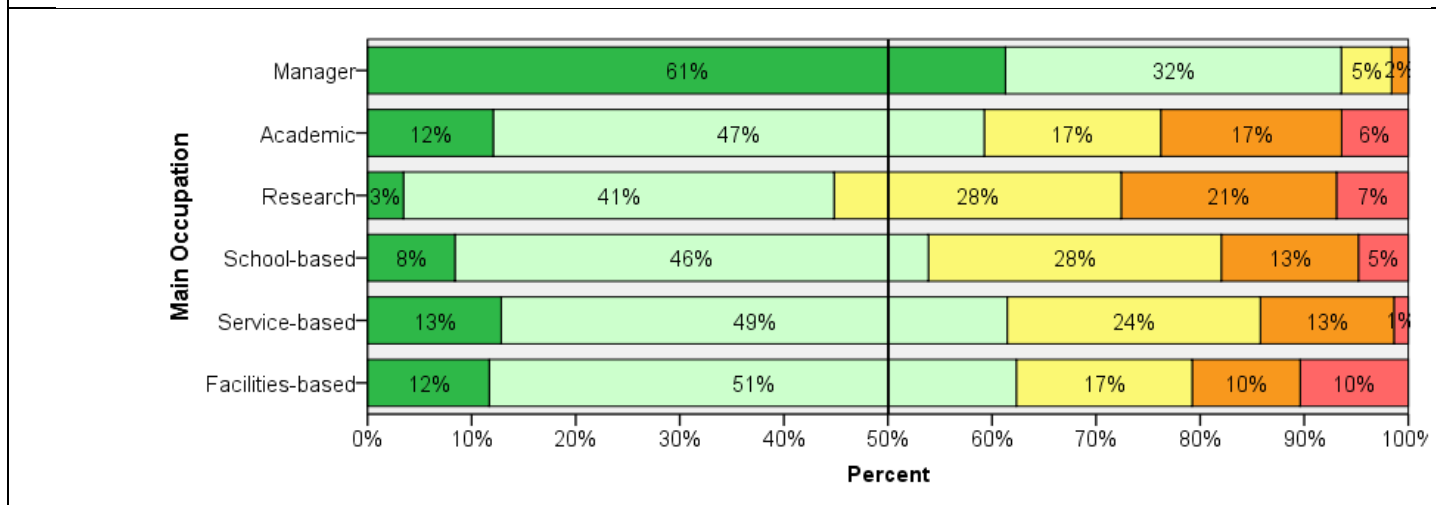
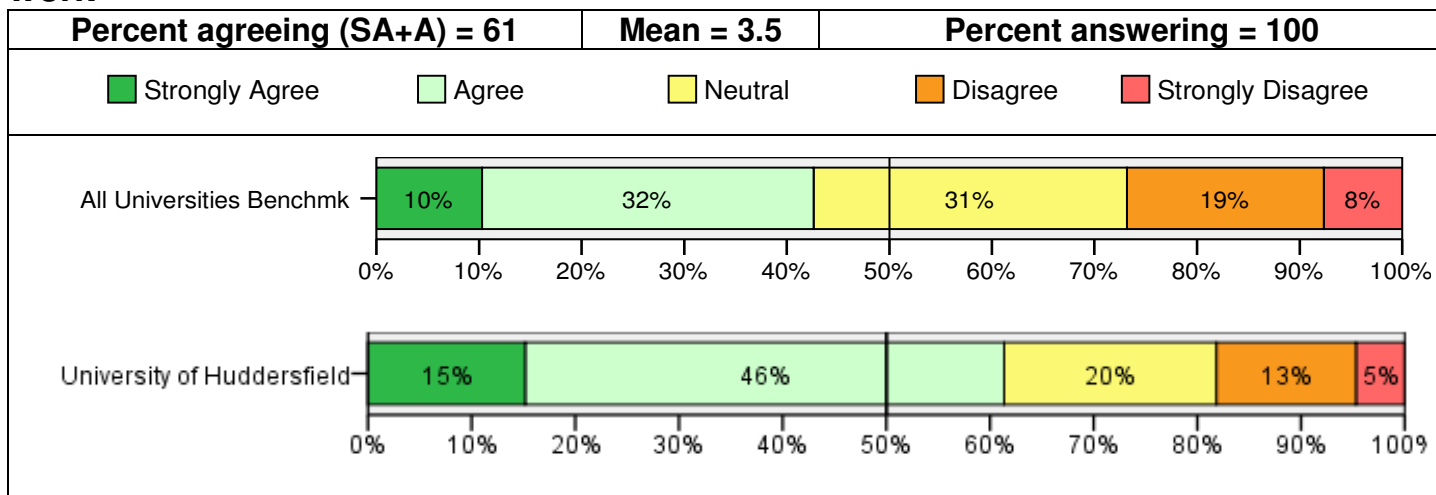
Question 56: Recently, I have been feeling reasonably happy all things considered



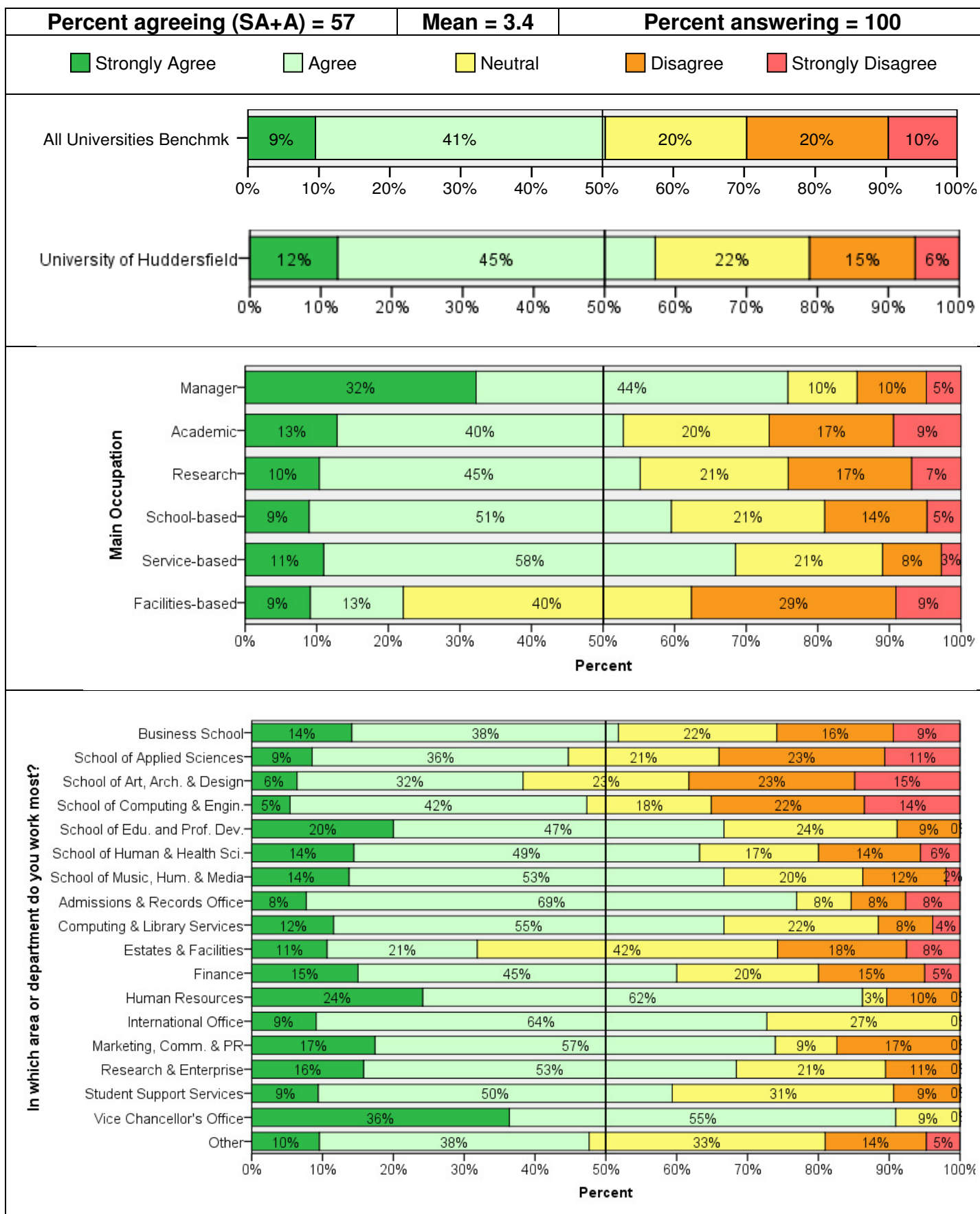
Question 57: The working conditions are satisfactory



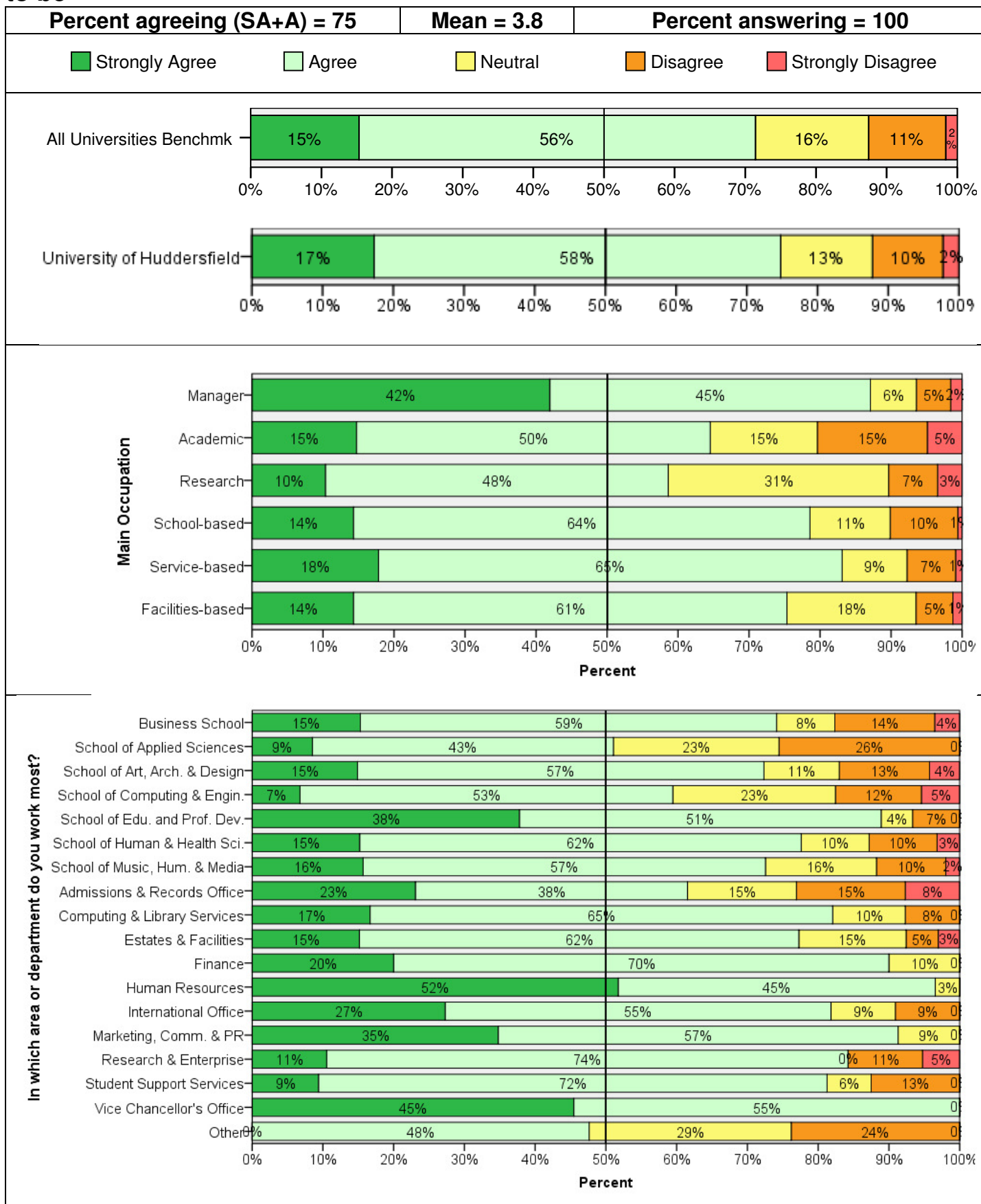
Question 58: I am involved in decisions that affect students in my own area of work



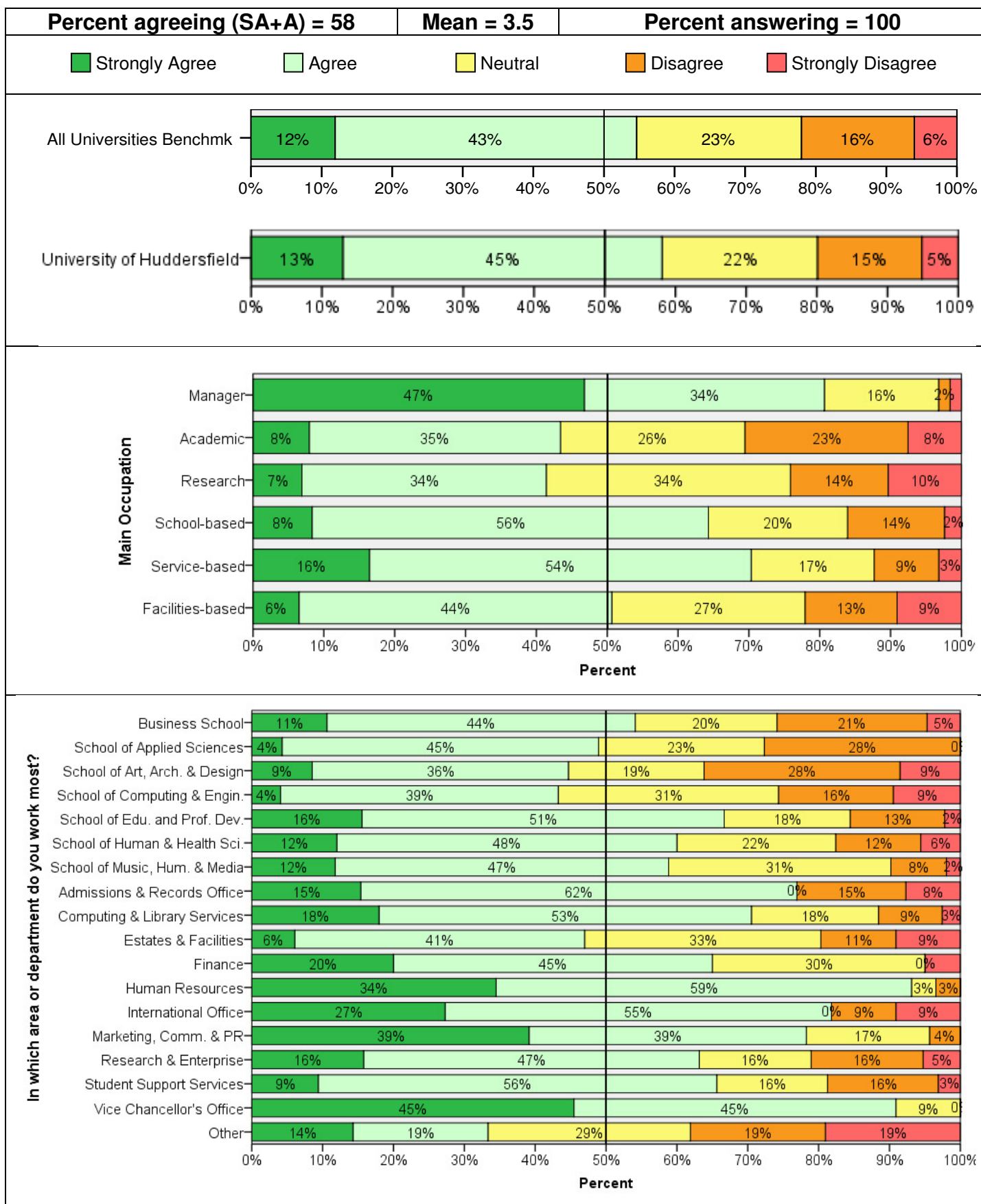
Question 59: I am paid fairly for the job I do, given my experience



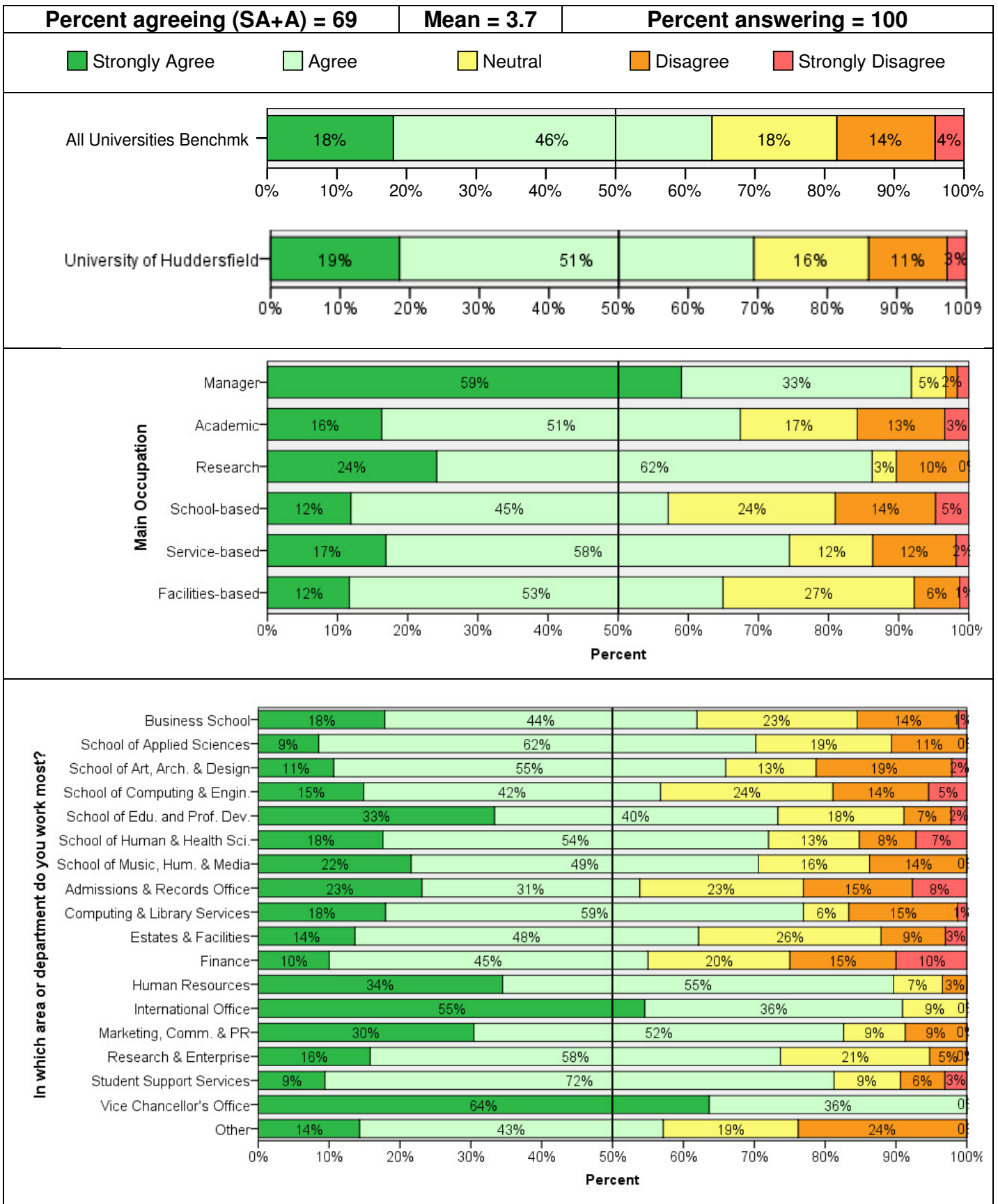
Question 60: My relationships with other staff are as good as I would like them to be



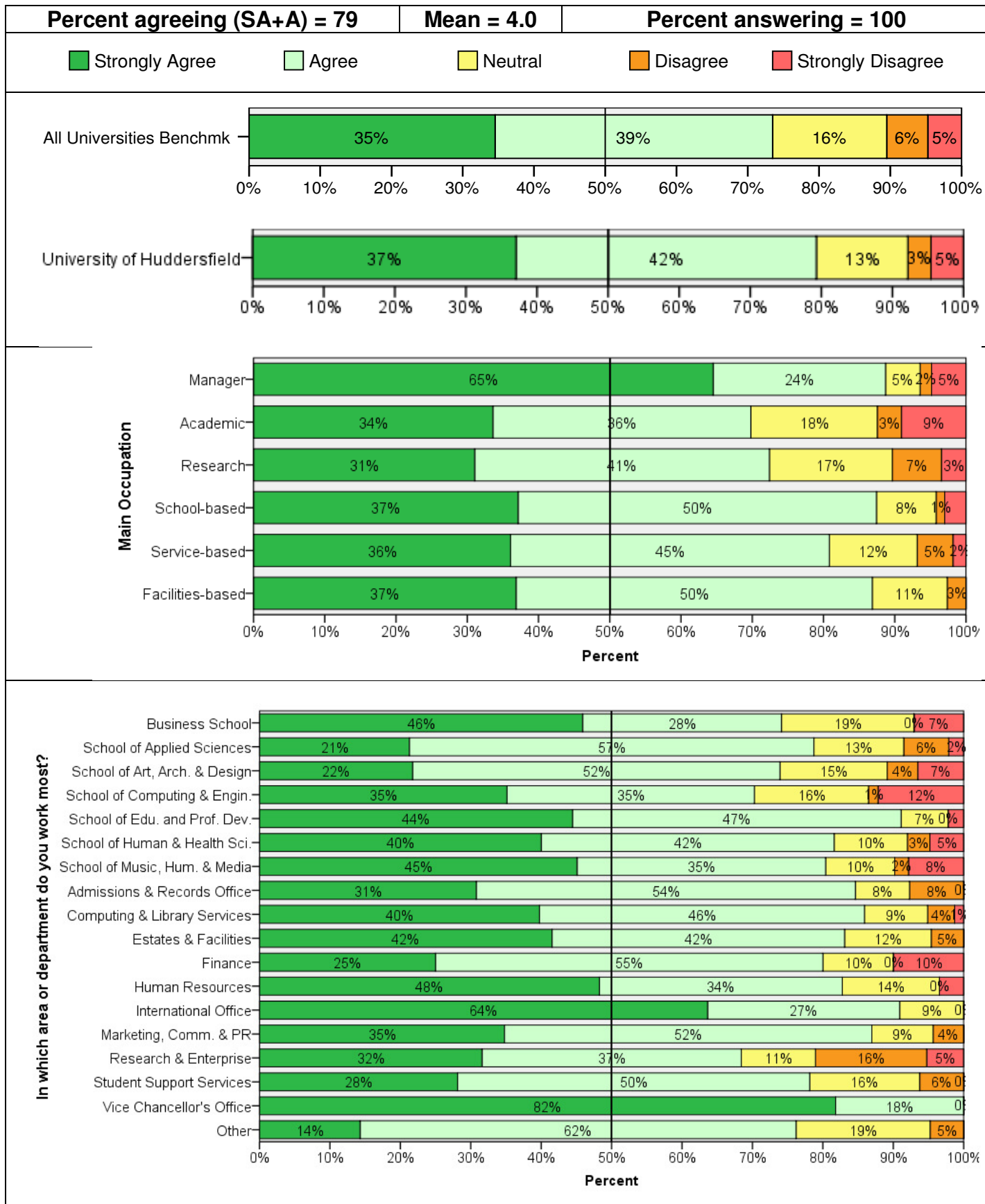
Question 61: The quality of supervision is as good as I would want it to be



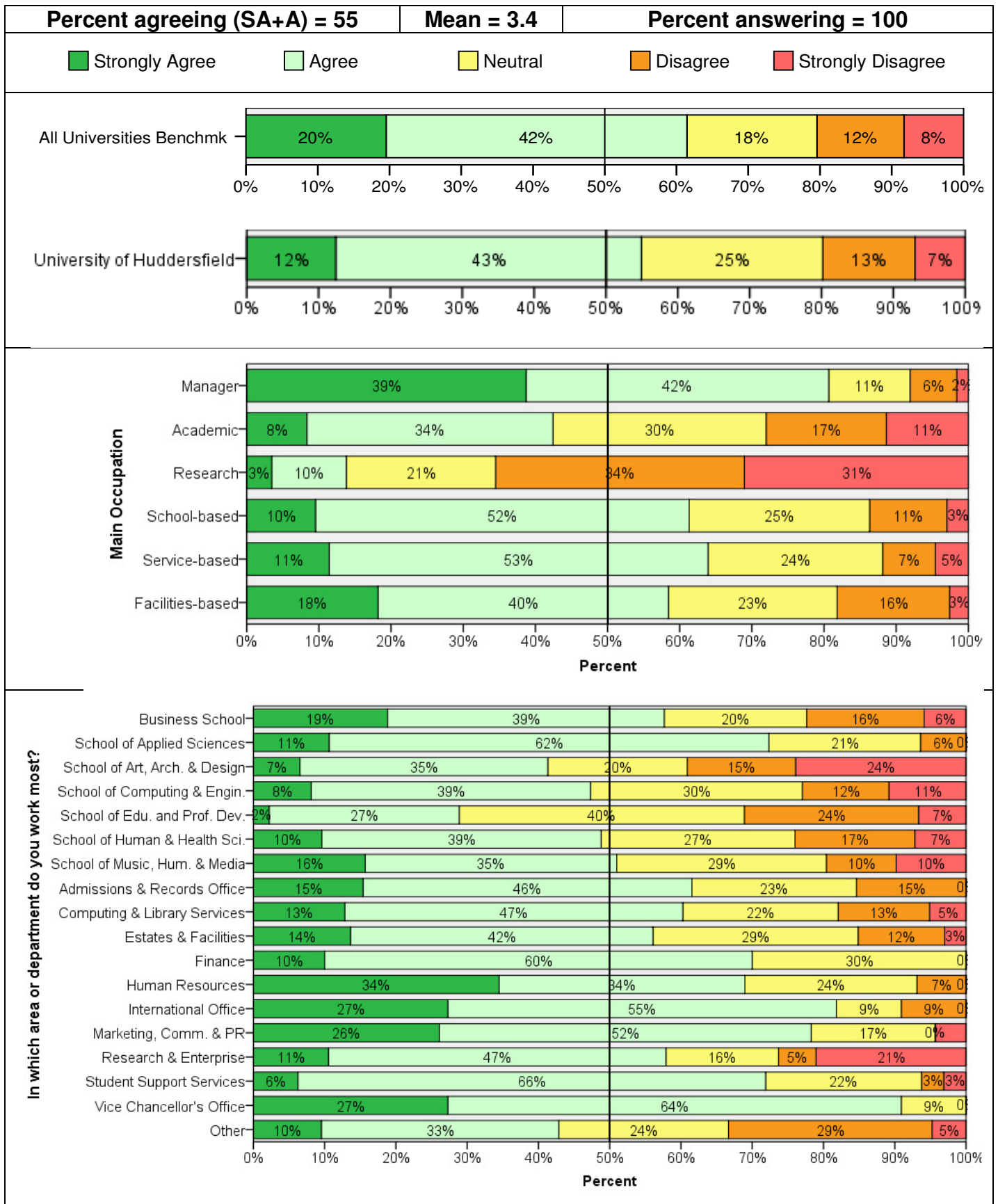
Question 62: My work is as interesting and varied as I would want it to be



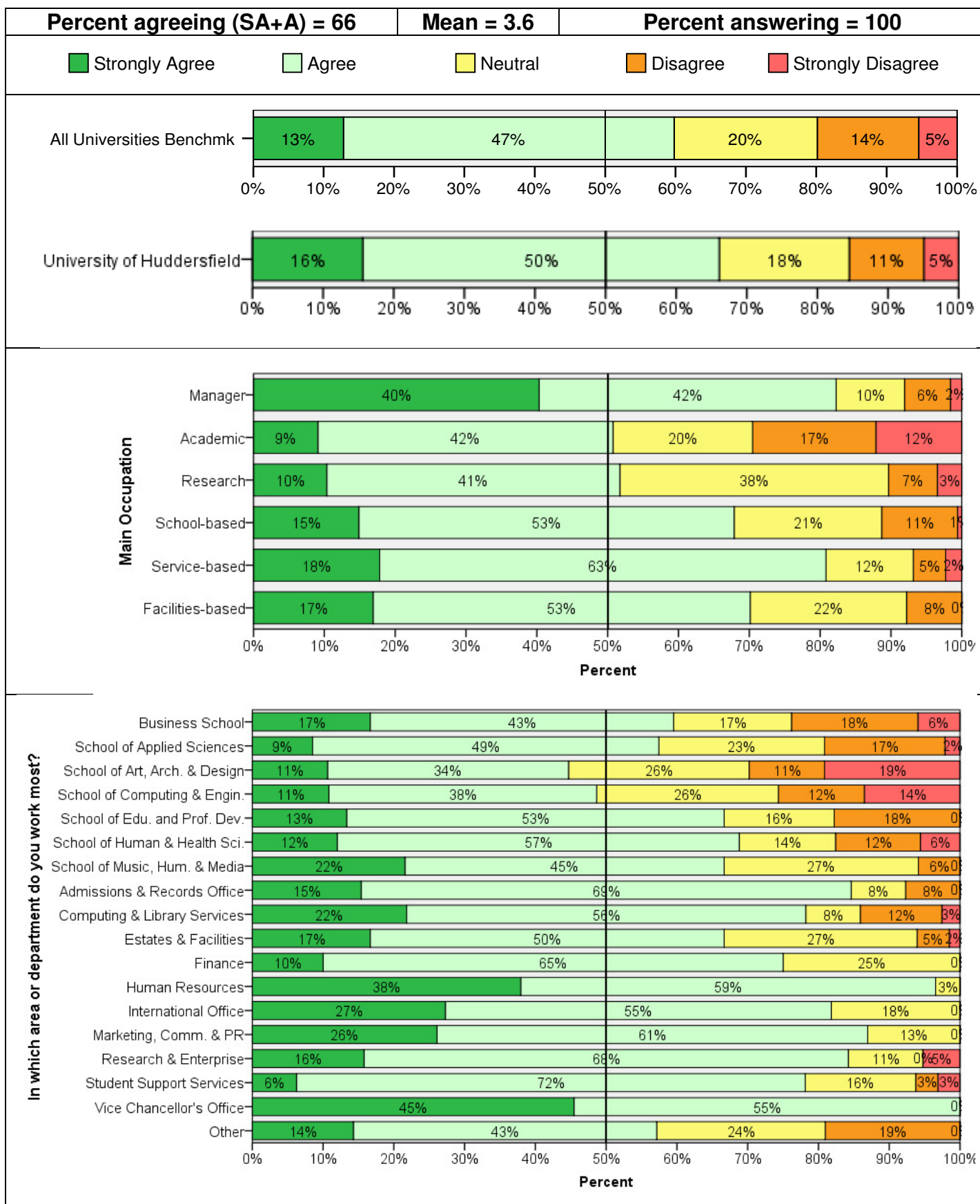
Question 63: I intend to stay working for this University for at least the next 12 months



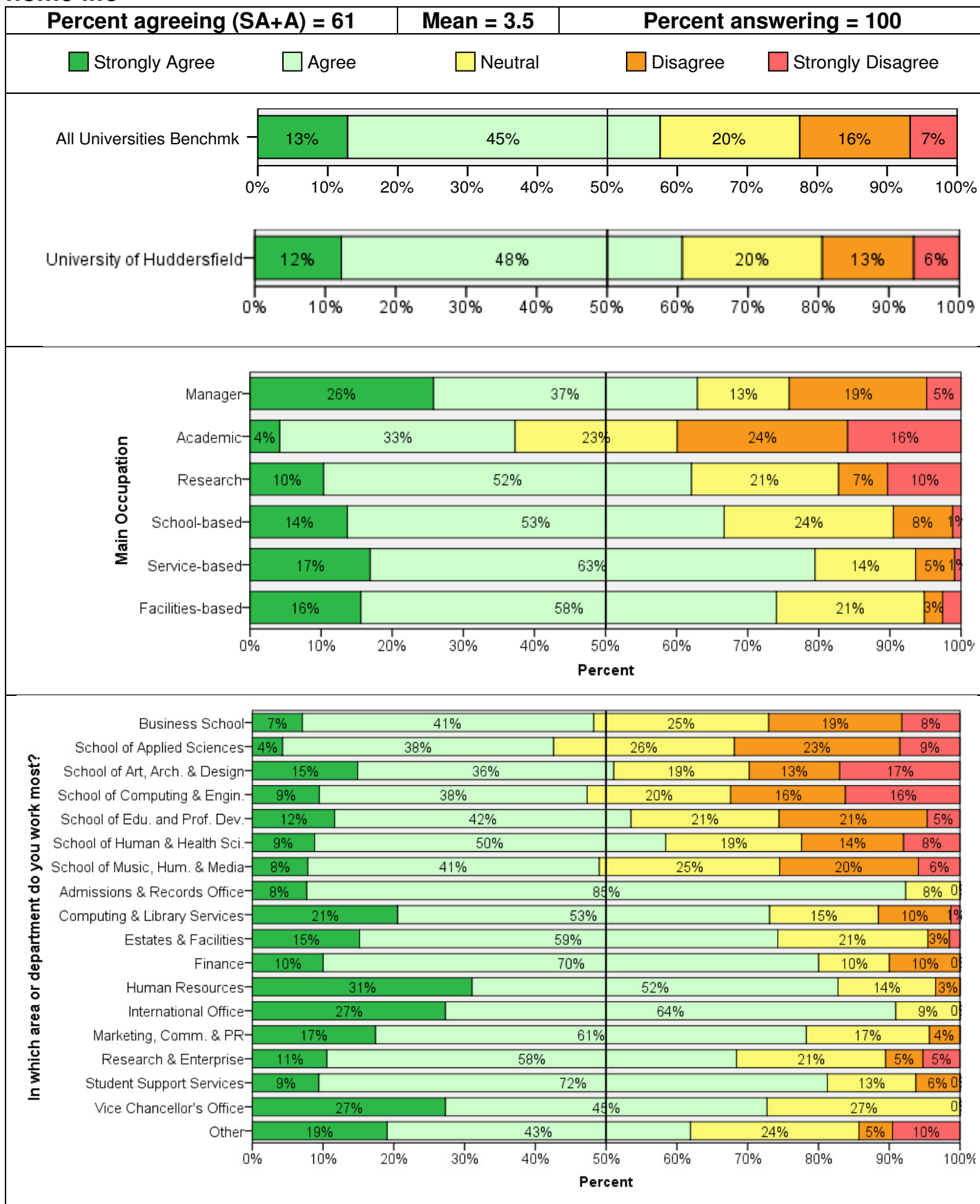
Question 64: I feel my job is secure



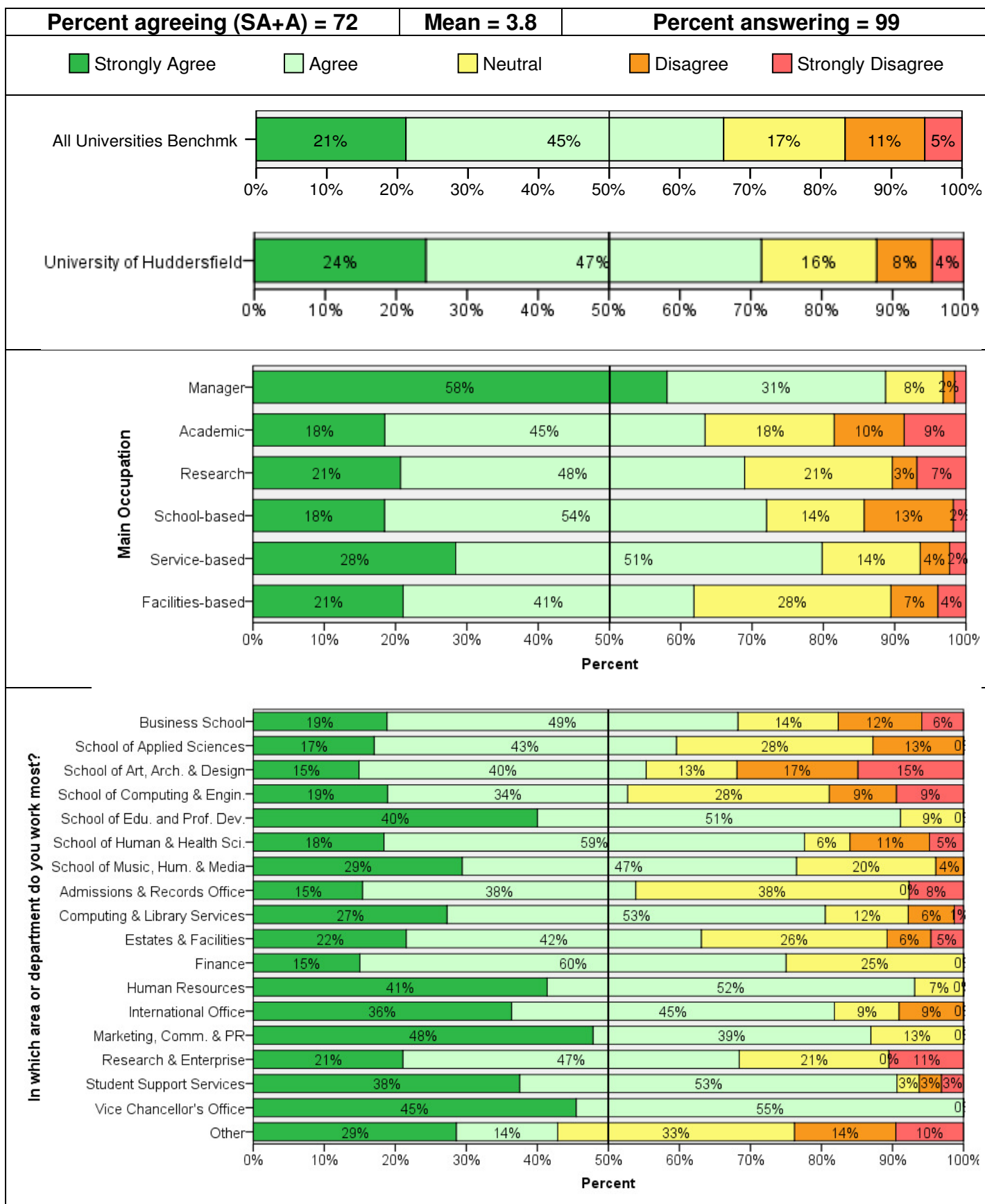
Question 65: I am satisfied with the overall quality of my working life



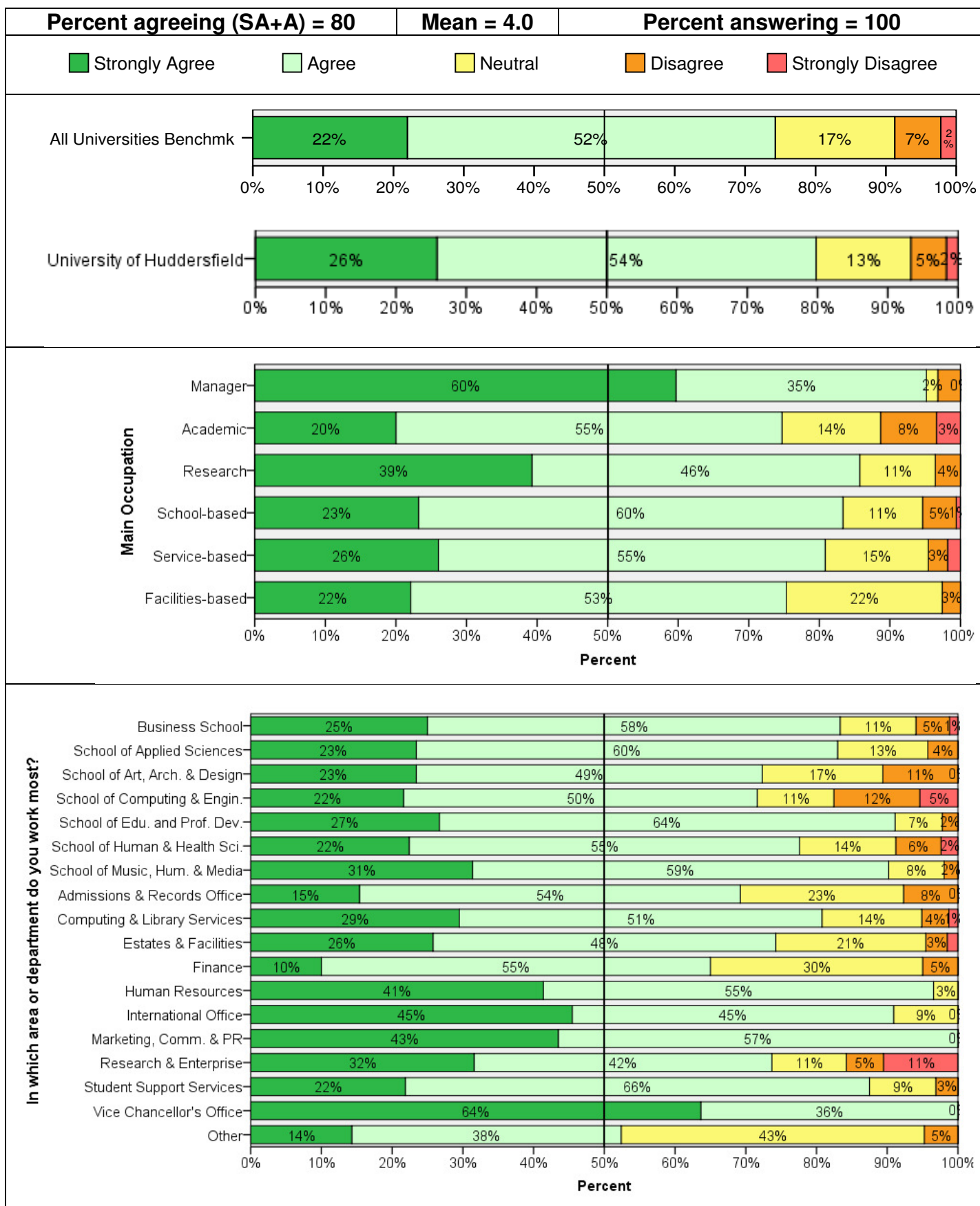
Question 66: I am able to achieve a healthy balance between my work and home life



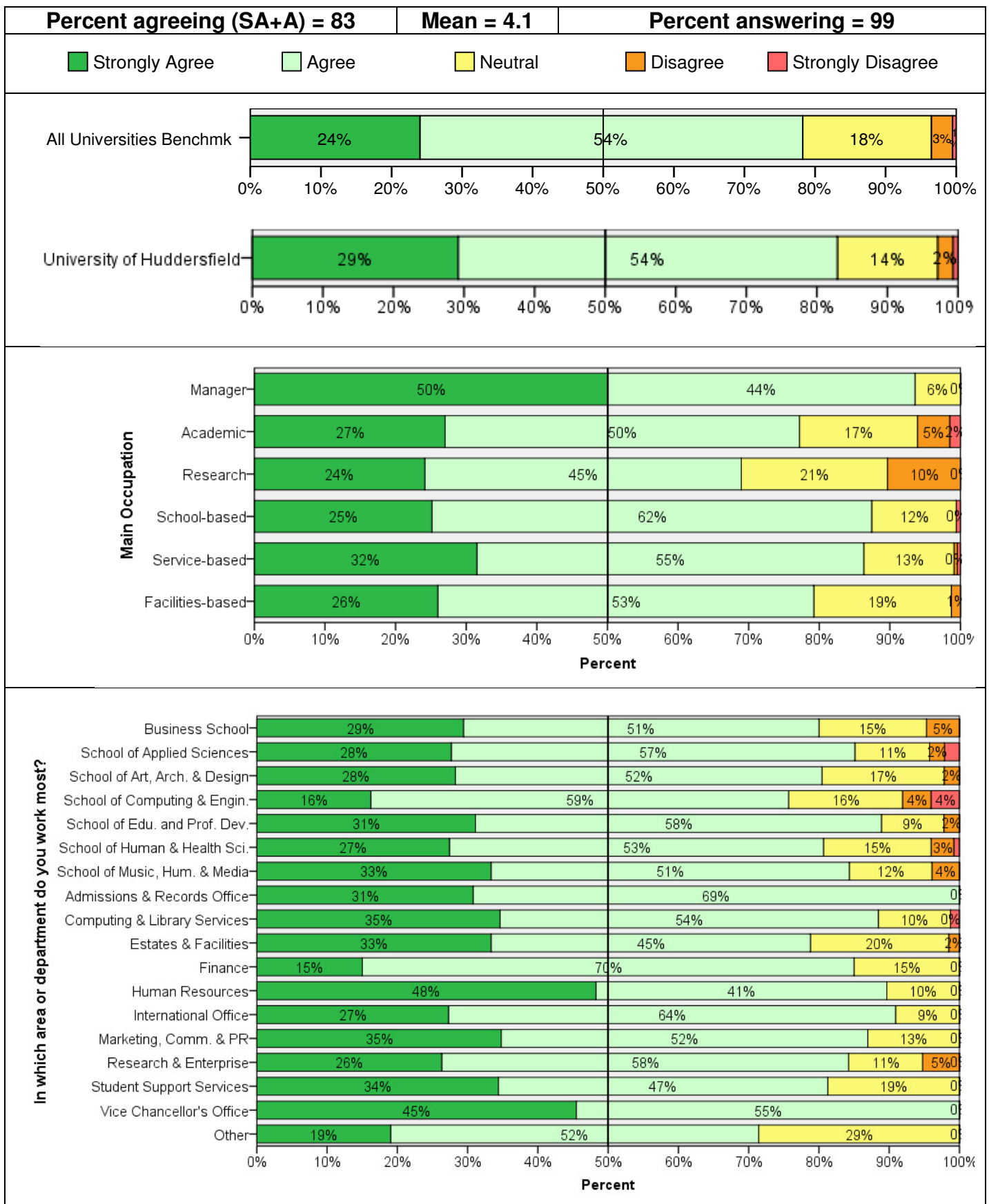
Question 67: I feel motivated to do my best in my current job



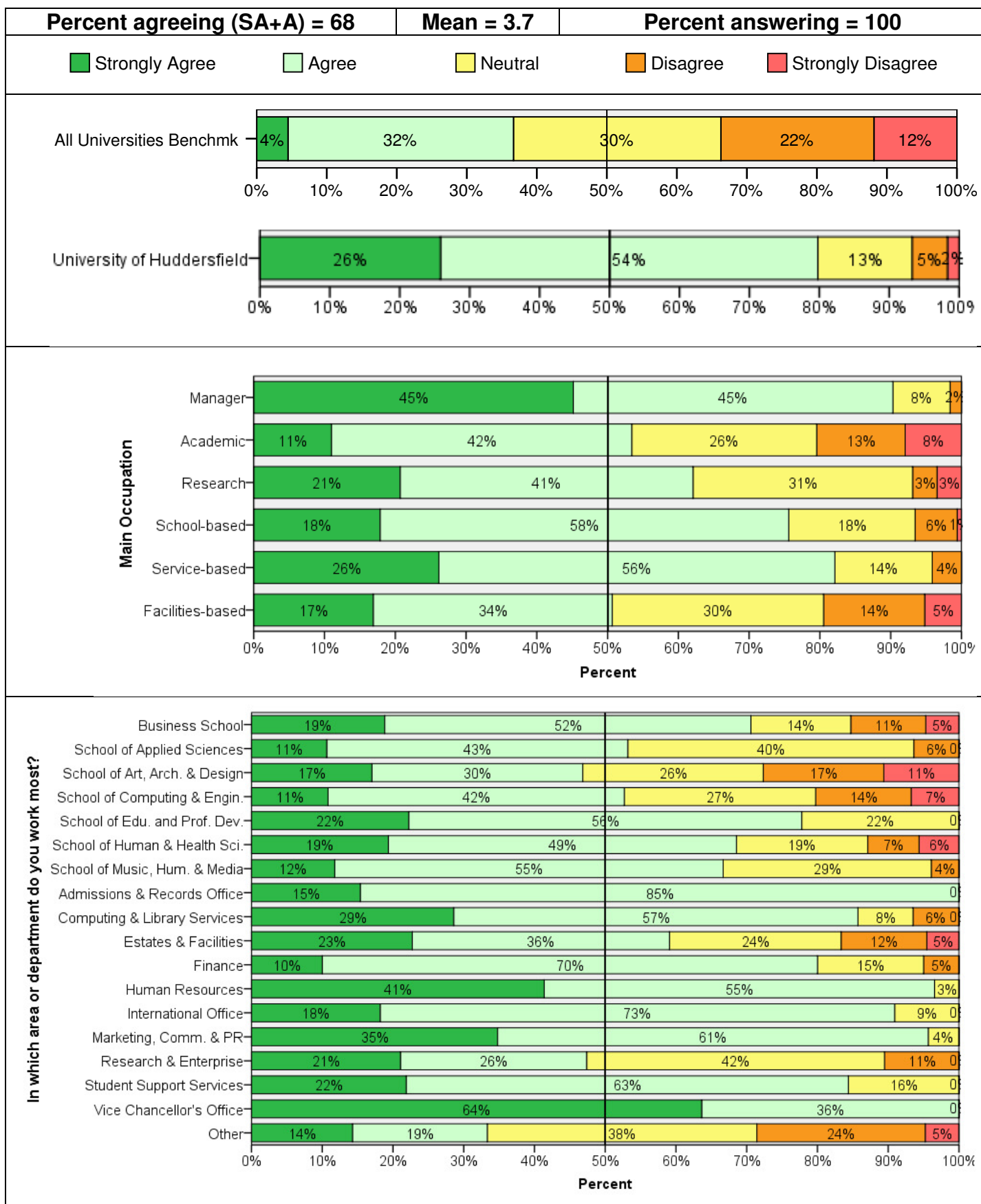
Question 68: I enjoy my work



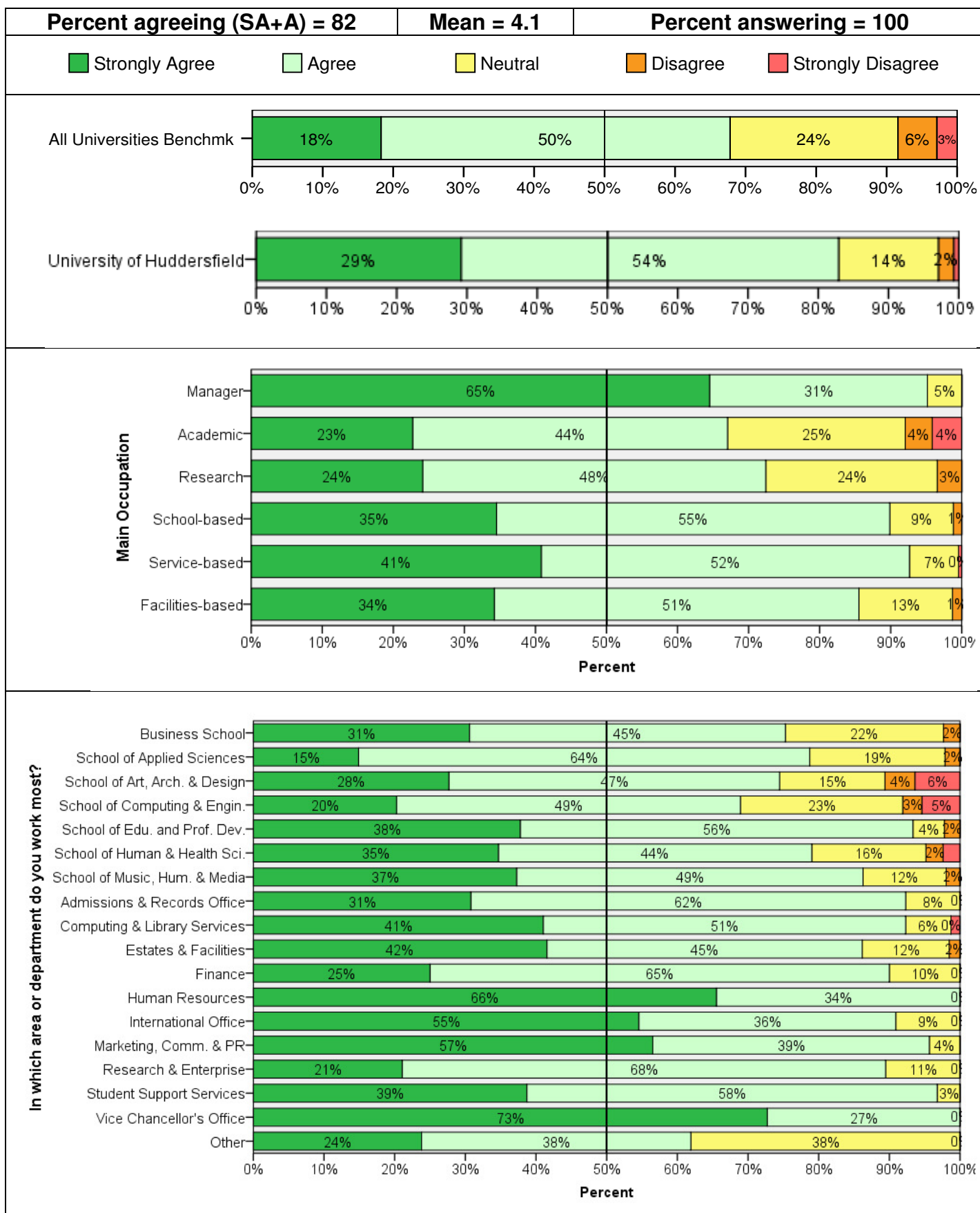
Question 69: My family supports my work commitments



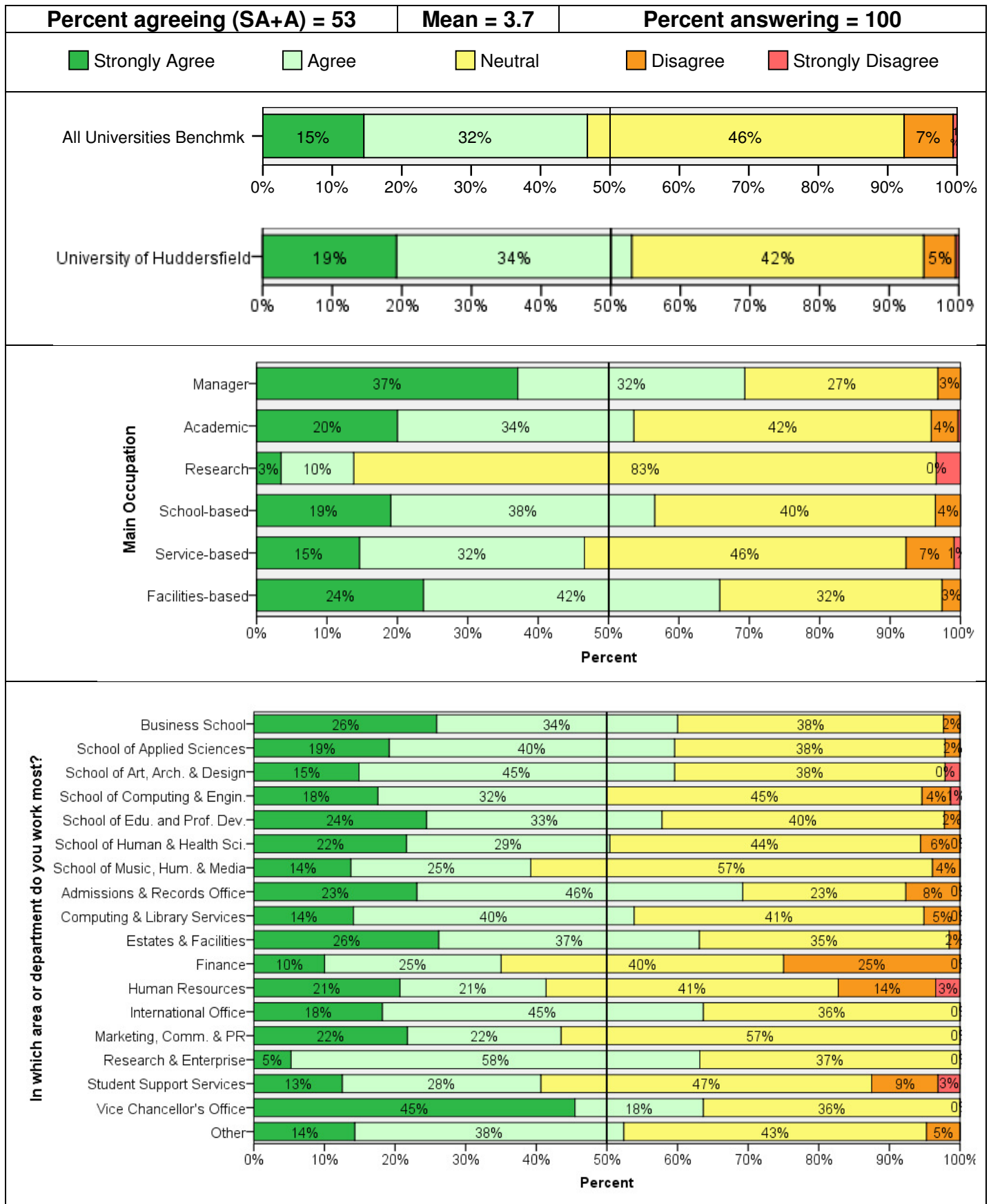
Question 70: The University communicates well with its employees



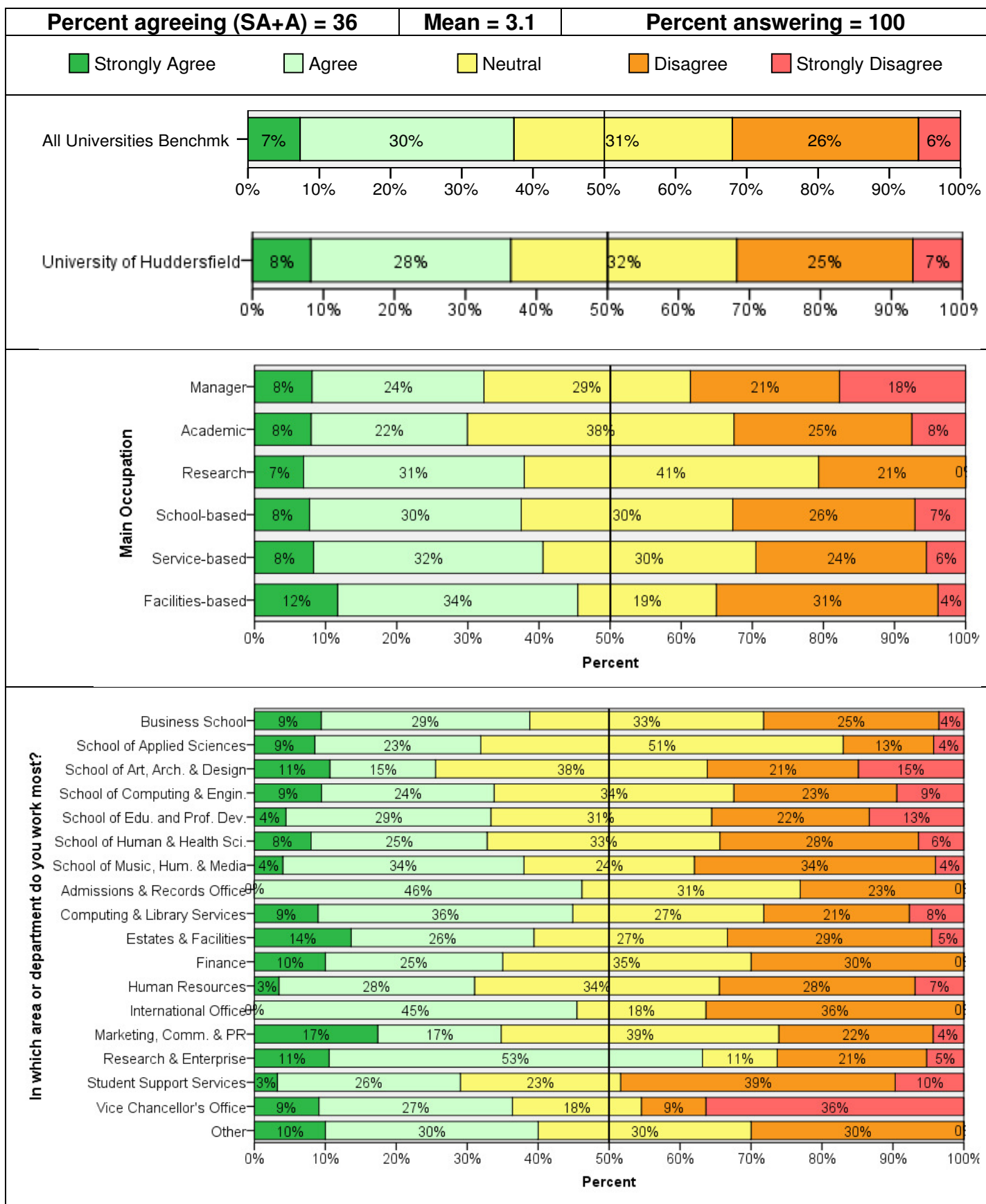
Question 71: I am proud to tell others that I am part of this University



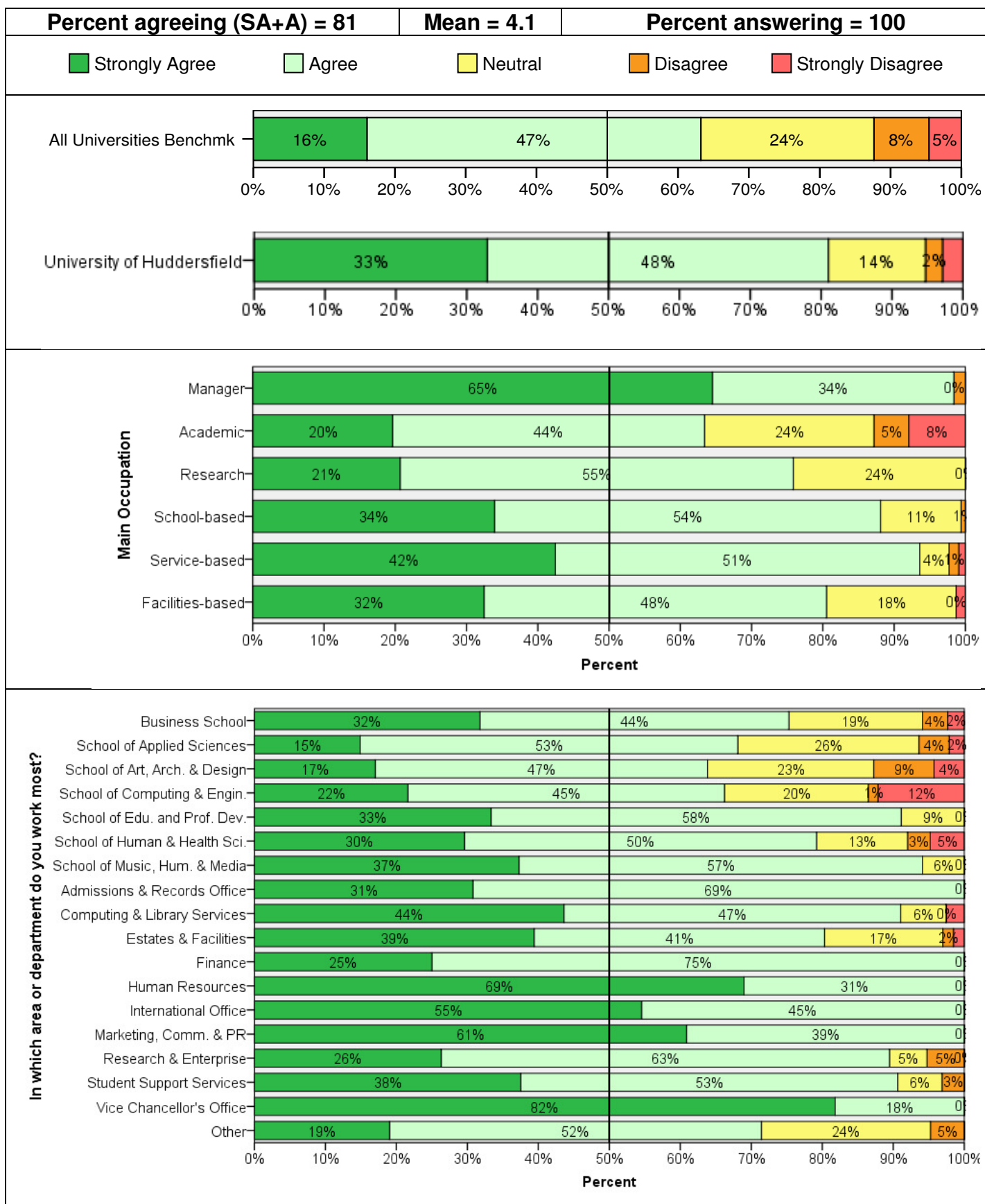
Question 72: I am more productive than other people who do a similar job to me



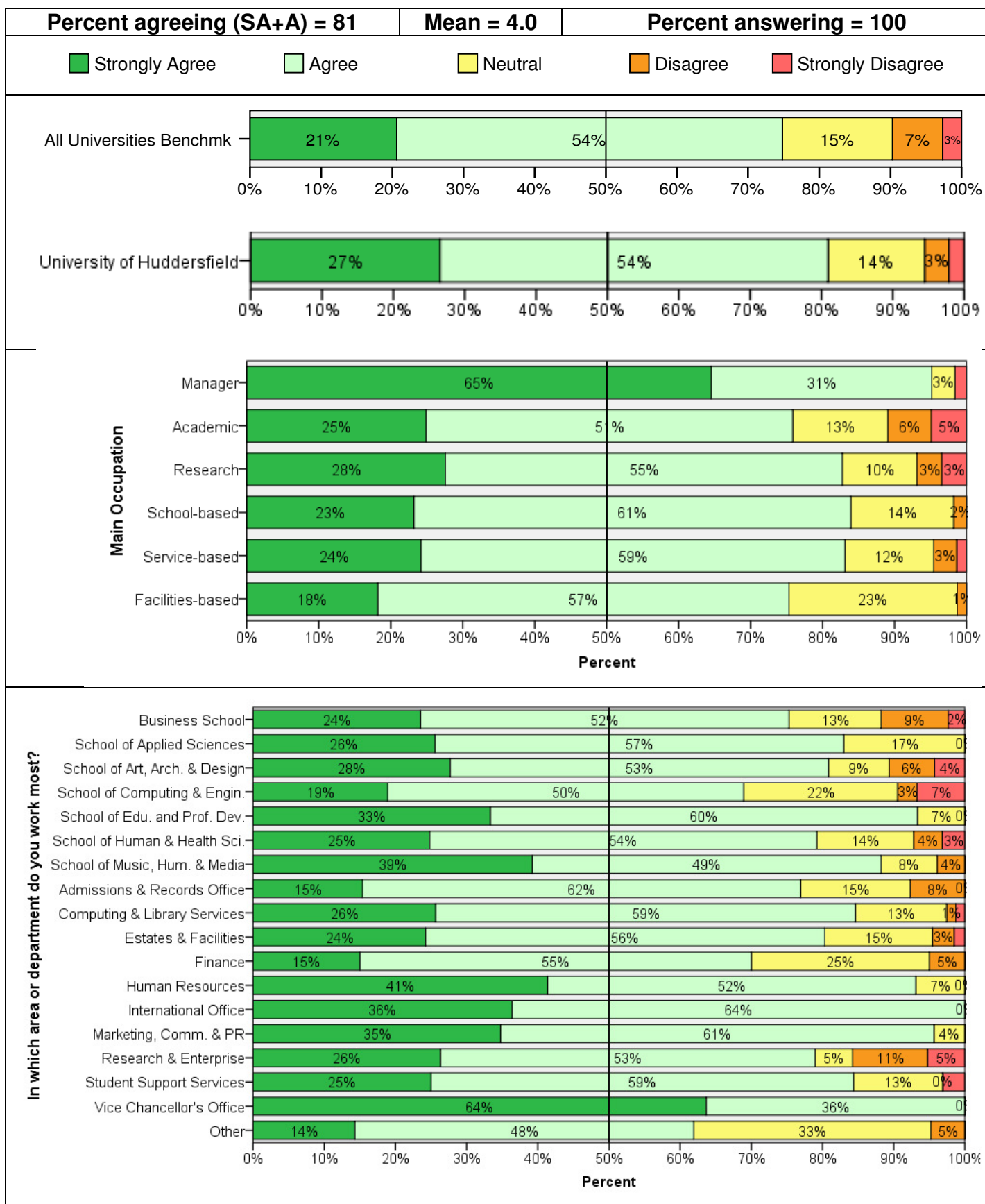
Question 73: I tend to worry more than most other people (-ve)



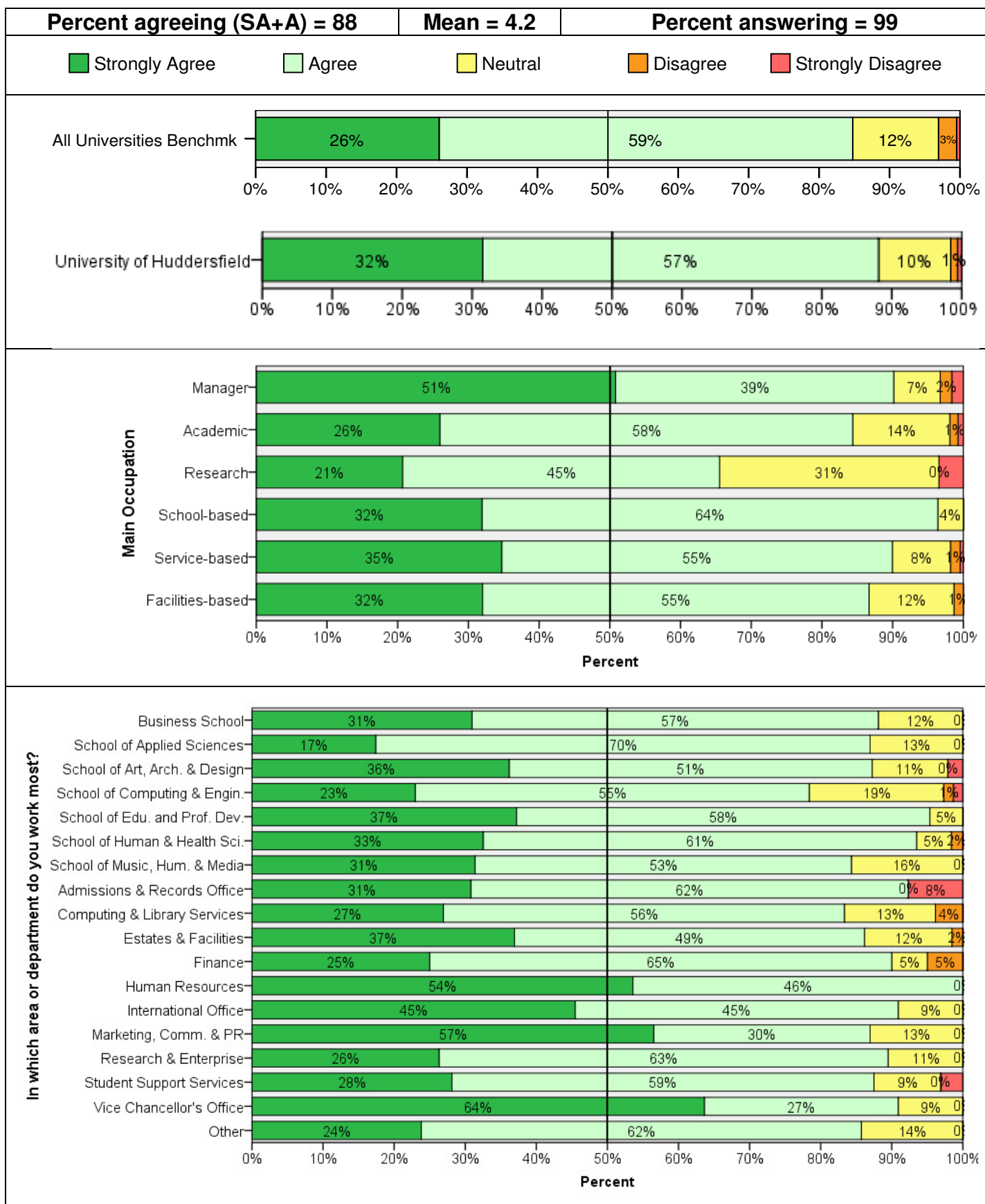
Question 74: I would recommend this University as a good one to work for



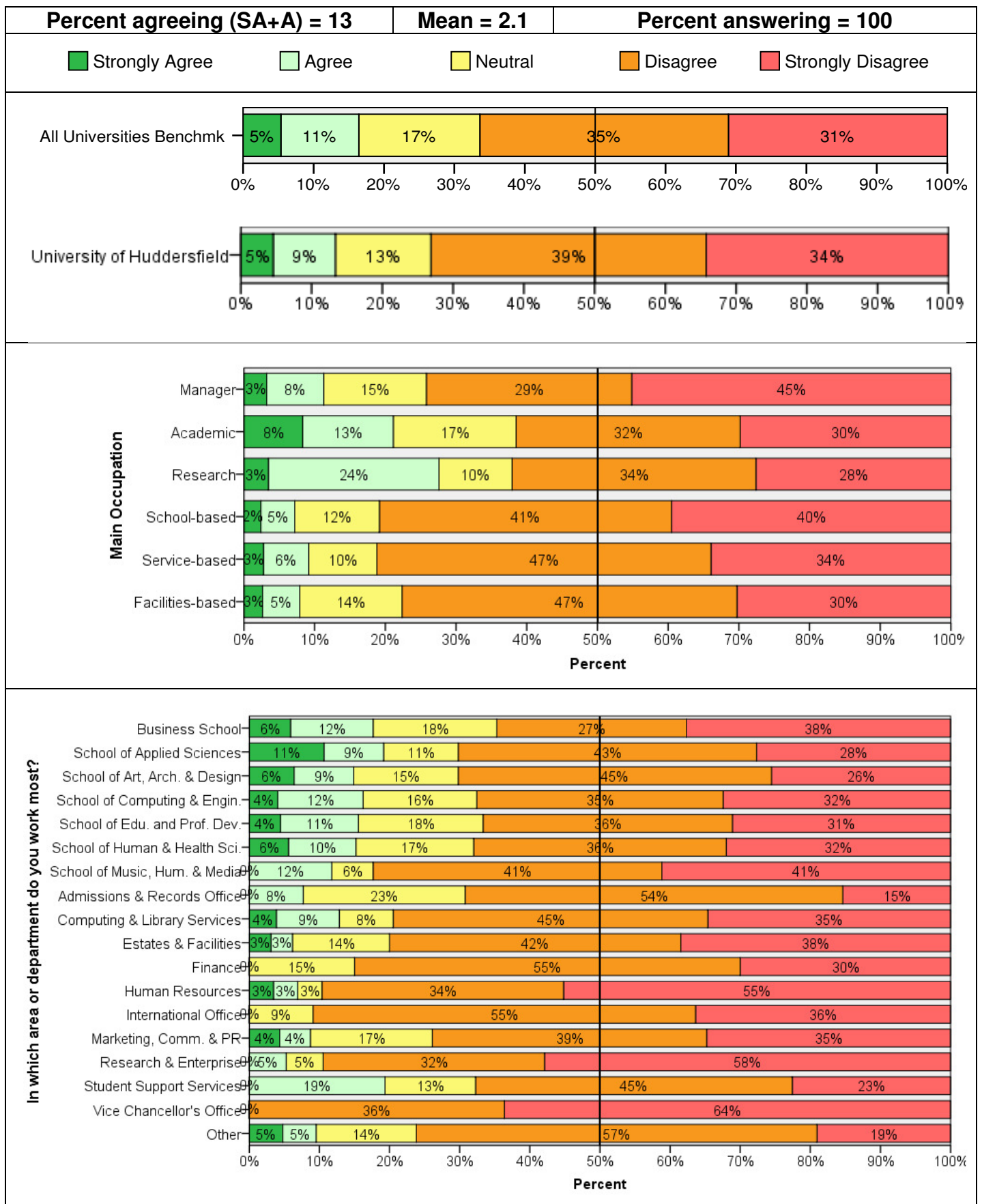
Question 75: I get a sense of achievement from doing my job



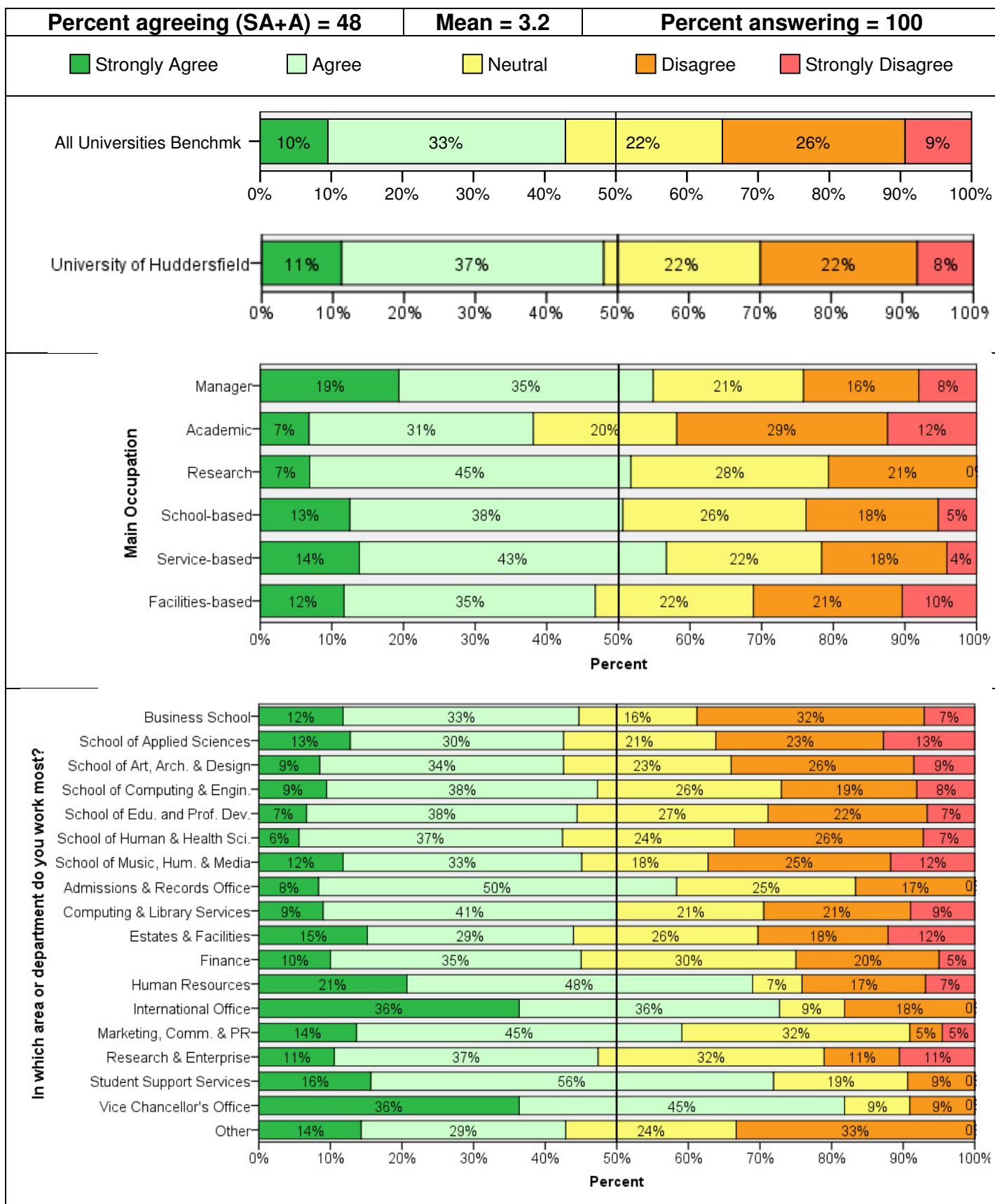
Question 76: In the last year I have performed well in my job



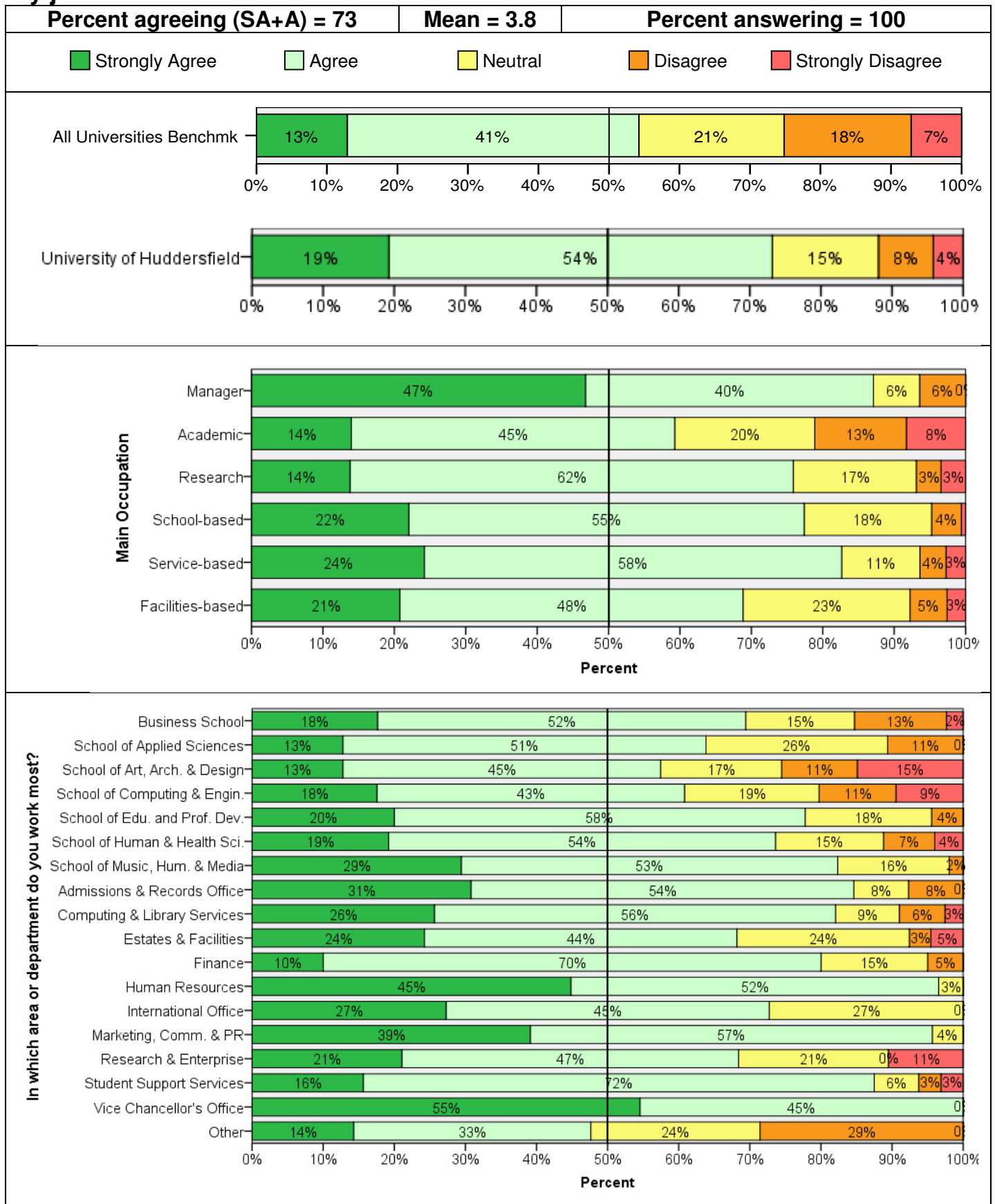
Question 77: Travelling to work is a problem for me (-ve)



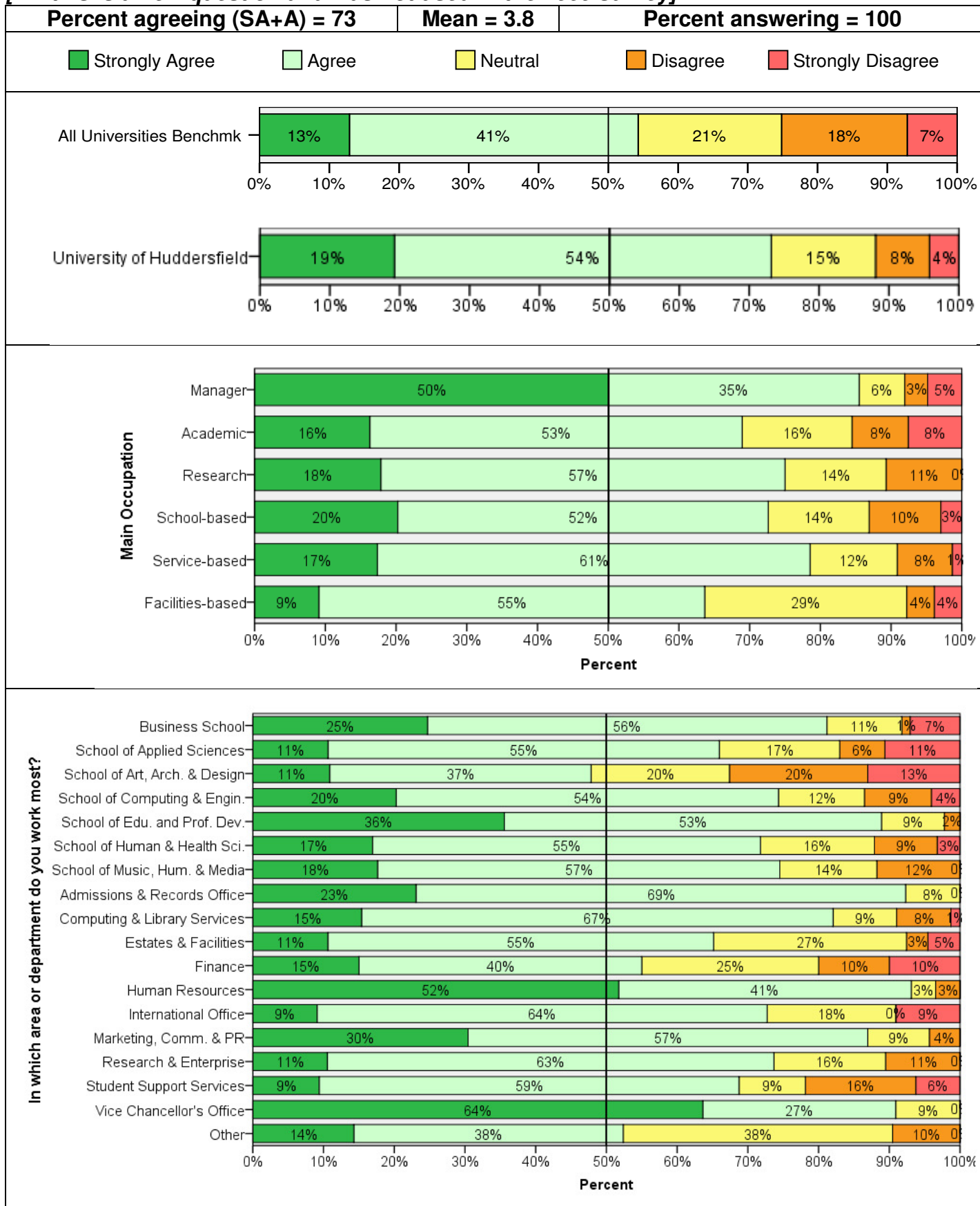
Question 78: I am able to get the sleep I need every night



Question 79: Overall, taking everything into consideration, I am satisfied with my job as a whole



Question 80: I am satisfied with the physical environment where I usually work
[NB this is a new question and was not used in the 2009 survey]



Sample size data and graphs for category questions

Notes

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

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

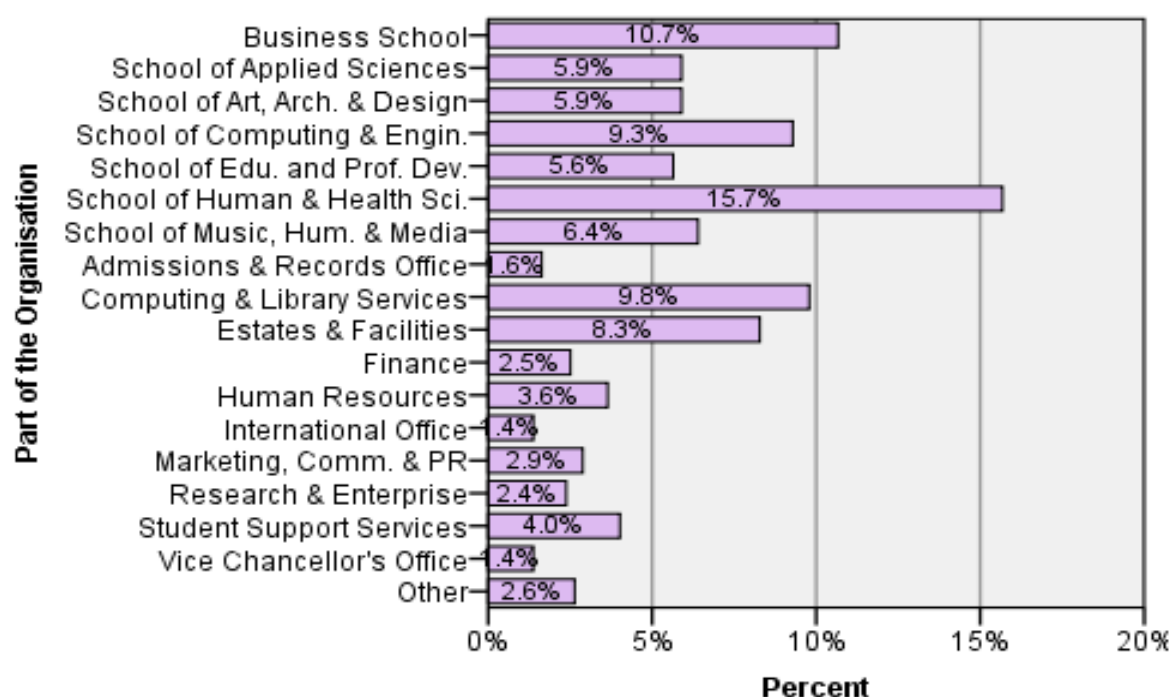
Part of the Organisation

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

Final coding Scheme – after clarifying ‘Other codes’ and collapsing small response departments into ‘Other’ category.

In which area do you do most of your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business School	85	10.2	10.7	10.7
	School of Applied Sciences	47	5.6	5.9	16.6
	School of Art, Arch. & Design	47	5.6	5.9	22.5
	School of Computing & Engin.	74	8.9	9.3	31.7
	School of Edu. and Prof. Dev.	45	5.4	5.6	37.4
	School of Human & Health Sci.	125	15.0	15.7	53.1
	School of Music, Hum. & Media	51	6.1	6.4	59.5
	Admissions & Records Office	13	1.6	1.6	61.1
	Computing & Library Services	78	9.4	9.8	70.9
	Estates & Facilities	66	7.9	8.3	79.2
	Finance	20	2.4	2.5	81.7
	Human Resources	29	3.5	3.6	85.3
	International Office	11	1.3	1.4	86.7
	Marketing, Comm. & PR	23	2.8	2.9	89.6
	Research & Enterprise	19	2.3	2.4	92.0
	Student Support Services	32	3.8	4.0	96.0
	Vice Chancellor's Office	11	1.3	1.4	97.4
	Other	21	2.5	2.6	100.0
	Total	797	95.7	100.0	
	Missing	0	36	4.3	
Total		833	100.0		

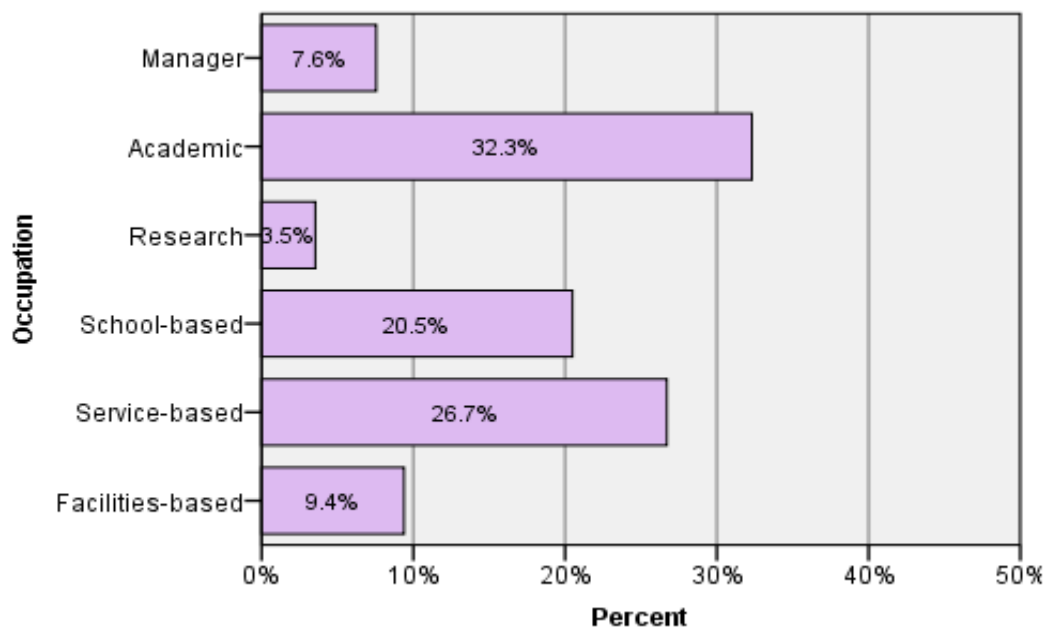


Main Occupation

Which description best fits what you do at work?

Main Occupation

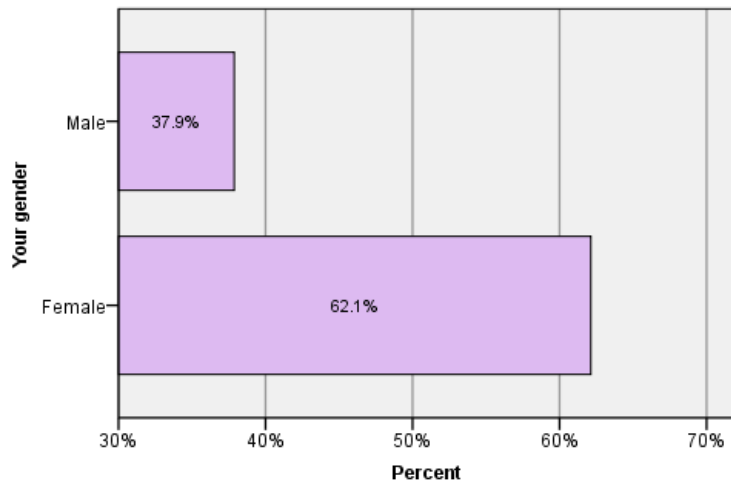
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	62	7.4	7.6	7.6
	Academic	265	31.8	32.3	39.9
	Research	29	3.5	3.5	43.4
	School-based	168	20.2	20.5	63.9
	Service-based	219	26.3	26.7	90.6
	Facilities-based	77	9.2	9.4	100.0
	Total	820	98.4	100.0	
Missing	0	13	1.6		
Total		833	100.0		



Gender

Your gender

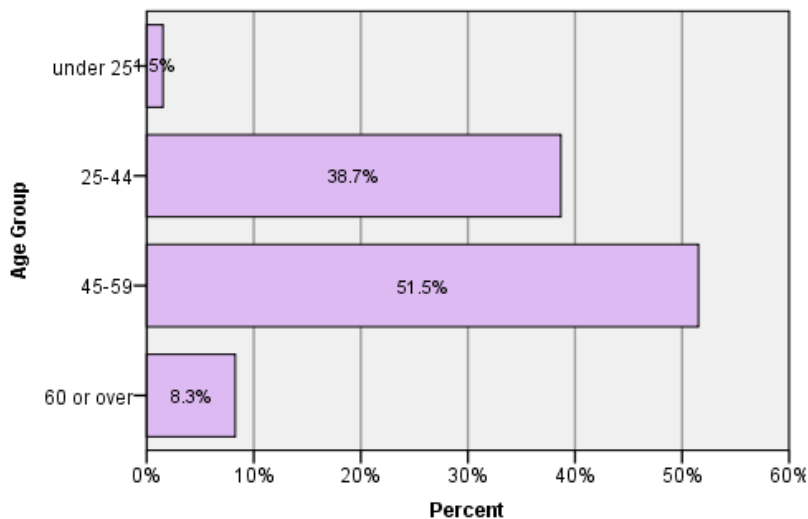
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	334	37.5	37.9	37.9
	Female	548	61.6	62.1	100.0
	Total	882	99.1	100.0	
Missing	0	8	.9		
Total		890	100.0		



Age group

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	12	1.4	1.5	1.5
	25-44	304	36.5	38.7	40.2
	45-59	405	48.6	51.5	91.7
	60 or over	65	7.8	8.3	100.0
	Total	786	94.4	100.0	
Missing	System	47	5.6		
Total		833	100.0		



Other Category questions

Ethnicity

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	7.8	8.1	8.1
	No	735	88.2	91.9	100.0
	Total	800	96.0	100.0	
Missing	0	33	4.0		
Total		833	100.0		

Disability

Do you have a disability?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	5.6	5.8	5.8
	No	764	91.7	94.2	100.0
	Total	811	97.4	100.0	
Missing	0	22	2.6		
Total		833	100.0		

The Age you plan to retire

The age you plan to retire

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	45	1	.1	.1	.1
	48	1	.1	.1	.3
	50	1	.1	.1	.4
	55	16	1.9	2.1	2.5
	56	2	.2	.3	2.7
	57	2	.2	.3	3.0
	60	126	15.1	16.4	19.5
	61	6	.7	.8	20.2
	62	11	1.3	1.4	21.7
	63	14	1.7	1.8	23.5
	64	2	.2	.3	23.8
	65	353	42.4	46.1	69.8
	66	55	6.6	7.2	77.0
	67	74	8.9	9.7	86.7
	68	26	3.1	3.4	90.1
	69	1	.1	.1	90.2
	70	56	6.7	7.3	97.5
	72	1	.1	.1	97.7
	75	11	1.3	1.4	99.1
	80	2	.2	.3	99.3
85	1	.1	.1	99.5	
90	2	.2	.3	99.7	
100	2	.2	.3	100.0	
Total		766	92.0	100.0	
Missing	0	66	7.9		
	99	1	.1		
Total		67	8.0		
Total		833	100.0		

Years Worked

How many years have you continuously worked at the University?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1	60	7.2	7.3	7.3
	1 to 5	190	22.8	23.0	30.2
	6 to 10	259	31.1	31.3	61.5
	11 to 20	217	26.1	26.2	87.8
	More than 20	101	12.1	12.2	100.0
	Total	827	99.3	100.0	
Missing	0	6	.7		
Total		833	100.0		

Type of appointment

What type of appointment is your current post?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent / Open ended	770	92.4	93.3	93.3
	Temporary	55	6.6	6.7	100.0
	Total	825	99.0	100.0	
Missing	0	8	1.0		
Total		833	100.0		

Hours of Work

What are your hours of work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	610	73.2	74.1	74.1
	Part-time / Fractional	163	19.6	19.8	93.9
	Part-time hourly paid	50	6.0	6.1	100.0
	Total	823	98.8	100.0	
Missing	0	10	1.2		
Total		833	100.0		

Additional Hours

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	175	21.0	21.2	21.2
	5 or less	319	38.3	38.6	59.8
	6 to 10	176	21.1	21.3	81.1
	11 to 20	118	14.2	14.3	95.4
	More than 20	38	4.6	4.6	100.0
	Total	826	99.2	100.0	
Missing	0	7	.8		
Total		833	100.0		

Number of Dependents

(Values are counts of up to 5 categories of dependent)

Do you have caring responsibilities for dependants in the following categories?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	399	47.9	49.3	49.3
	1	309	37.1	38.2	87.5
	2	89	10.7	11.0	98.5
	3	12	1.4	1.5	100.0
	Total	809	97.1	100.0	
Missing	999	24	2.9		
Total		833	100.0		

Days off ill

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	354	42.5	43.0	43.0
	1 to 5	353	42.4	42.9	85.9
	6 to 10	54	6.5	6.6	92.5
	11 to 15	18	2.2	2.2	94.7
	More than 15	44	5.3	5.3	100.0
	Total	823	98.8	100.0	
Missing	0	10	1.2		
Total		833	100.0		

Counts and percentages & 2011/2013 Comparison

Descriptive Statistics for Work-Related Quality of Life questions Sorted Table	2011				2013				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q51: I work in a safe environment	83	4.02	0.79	889	82	4.03	0.84	829	1
q38: I have the opportunity to use my abilities at work	75	3.82	0.98	888	77	3.84	0.97	827	-1
q57: The working conditions are satisfactory	75	3.81	0.92	885	73	3.77	0.97	829	2
q41: My current working hours / patterns suit my personal circumstances	72	3.85	1.00	888	72	3.78	1.03	833	0
q40: The University provides adequate facilities and flexibility to fit in my family life	66	3.71	0.99	886	69	3.69	1.02	831	-2
q48: The University provides me with what I need to do my job effectively	67	3.64	0.96	888	67	3.6	1.01	833	0
q36: I have a clear set of goals and aims to enable me to do my job	66	3.66	0.93	890	67	3.68	0.96	832	-1
q39: I feel well at the moment	68	3.69	1.02	884	66	3.65	1.04	829	2
q52: Generally things work out well for me	69	3.73	0.76	881	65	3.68	0.80	832	4
q58: I am involved in decisions that affect students in my own area of work	60	3.54	1.01	884	61	3.54	1.05	831	-2
q45: I am satisfied with my life	63	3.63	0.99	883	60	3.61	0.99	830	3
q55: I am satisfied with the training I receive in order to perform my present job	64	3.59	0.96	887	59	3.55	0.99	831	4
q46: I am encouraged to develop new skills	60	3.55	1.06	885	59	3.52	1.09	827	1
q37: I feel able to voice opinions and influence changes in my area of work	59	3.48	1.15	887	59	3.45	1.12	832	0
q56: Recently, I have been feeling reasonably happy all things considered	55	3.44	1.01	885	58	3.48	1.03	826	-3
q47: I am involved in decisions that affect me in my own area of work	53	3.34	1.09	888	55	3.37	1.13	833	-2
q49: My line manager actively promotes flexible working hours / patterns	53	3.44	1.05	885	53	3.42	1.05	830	1
q43: When I have done a good job it is acknowledged by my line manager	53	3.35	1.20	888	52	3.36	1.18	827	1
q42: I often feel under pressure at work (-ve)	50	3.34	1.05	888	50	3.34	1.07	827	0
q53: I am satisfied with the career opportunities available for me at the University	44	3.13	1.14	887	45	3.11	1.16	830	-1
q50: In most ways my life is close to ideal	36	3.06	1.05	879	37	3.02	1.05	831	-1
q54: I often feel excessive levels of stress at work (-ve)	31	2.89	1.12	887	33	2.94	1.12	829	-2
q44: Recently, I have been feeling unhappy and depressed (-ve)	22	2.51	1.22	883	24	2.54	1.23	830	-2

See next page for table key

Descriptive Statistics for QoWL Workplace Well-being Outcome questions Sorted Table	2011				2013				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q76: I am satisfied with the physical environment where I usually work	90	4.18	0.66	889	88.1	4.17	0.694	825	-2
q69: The people who are important to me outside of work support my work commitments	82	4.08	0.76	884	82.9	4.08	0.761	830	1
q71: I am proud to tell others that I am part of this organisation	80	4.08	0.84	887	82.4	4.12	0.818	830	2
q74: I would recommend this organisation as a good one to work for	78	4.01	0.89	887	81	4.06	0.905	833	3
q75: I get a sense of achievement from doing my job	80	3.98	0.86	889	80.9	4	0.855	833	1
q68: I enjoy my work	79	3.97	0.88	890	79.8	3.97	0.864	832	1
q63: I intend to stay working for the university for at least the next 12 months	81	4.12	0.96	882	79.3	4.04	1.02	831	-2
q60: My relationships with other staff are as good as I would like them to be	74	3.81	0.91	888	74.8	3.78	0.926	833	0
q79: Overall, taking everything into consideration, I am satisfied with my job as a whole	73	3.8	0.94	888	72.6	3.79	0.986	833	0
q67: I feel motivated to do my best in my current job	73	3.77	1.08	885	71.5	3.79	1.037	831	-1
q62: My work is as interesting and varied as I would want it to be	67	3.67	0.99	888	69.4	3.71	0.985	831	2
q70: The organisation communicates well with its employees	69	3.71	1.00	888	68.2	3.73	0.979	831	0
q65: I am satisfied with the overall quality of my working life	65	3.59	1.00	887	66.1	3.61	1.029	832	1
q66: I am able to achieve a healthy balance between my work and home life	63	3.52	1.09	887	60.7	3.47	1.07	831	-2
q61: The quality of supervision is as good as I would want it to be	57	3.44	1.09	886	58.1	3.46	1.055	833	1
q59: I am paid fairly for the job I do, given my experience	65	3.57	1.02	888	57.2	3.42	1.079	833	-8
q64: I feel my job is secure	26	2.76	1.07	885	54.9	3.41	1.08	832	29
q72: I am more productive than other people who do a similar job to me	50	3.58	0.86	882	53	3.67	0.853	832	3
q78: I am able to get the sleep I need every night	50	3.24	1.15	885	48	3.21	1.145	831	-2
q73: I tend to worry more than most other people (-ve)	31	2.95	1.03	886	36.4	3.06	1.066	830	5
q77: Travelling to work is a problem for me (-ve)	16	2.29	1.13	888	13.4	2.11	1.11	830	-3

Key

Colours

	Top three rated questions
	Bottom three rated questions

% Agree = The number of people who indicated agree or strongly agree to the question as a percentage of the number of people responding to this question.

Mean = Average score if: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5.

Please note that on a scale of 1 to 5, mean values will vary from 1.0 to 5.0, and the mid point between these is 3.0.

Sd = Standard deviation. A measure of the average difference of the scores from the mean score for that question, where a larger value indicates a wider spread of scores.

N = Number of respondents answering this question people returned questionnaires.

(-ve) = This question is negatively phrased, so that a higher %Agree indicates less stress

Descriptive Statistics for HSE questions Sorted Table	2009				2011				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q04: I know how to go about getting my job done	91	4.36	0.69	885	92.9	4.37	0.671	830	2
q11: I am clear what my duties and responsibilities are	80	4.15	0.85	886	86.5	4.23	0.792	830	1
q01: I am clear what is expected from me at work	81	4.15	0.82	890	85.6	4.2	0.786	833	-1
q25: I have some say over the way I work	83	3.99	0.76	883	83.4	3.97	0.744	828	-3
q17: I understand how my work fits into the overall aim of the University	79	4.07	0.90	888	78.5	4.07	0.891	830	1
q24: I get help and support I need from my colleagues	77	3.94	0.86	890	76.3	3.91	0.87	832	-1
q31: My colleagues are willing to listen to my work-related problems	75	3.87	0.85	888	75	3.85	0.854	831	-1
q30: My working time can be flexible	77	3.88	0.94	888	74.9	3.85	0.951	829	-6
q02: I can decide when to take a break	75	4.04	0.94	888	74.1	3.98	0.982	830	-2
q15: I have a choice in deciding how I do my work	70	3.85	0.83	888	70.8	3.81	0.869	831	-5
q29: I can talk to my line manager about something that has upset or annoyed me at work	70	3.77	1.14	889	70.4	3.75	1.124	831	0
q13: I am clear about the goals and objectives for my department	69	3.84	1.02	885	69.9	3.85	1.023	827	1
q27: I receive the respect at work I deserve from my colleagues	68	3.74	0.91	886	67.6	3.71	0.912	830	2
q07: If work gets difficult, my colleagues will help me	66	3.85	0.99	886	61.4	3.73	0.996	830	0
q35: My line manager encourages me at work	60	3.55	1.18	885	60.8	3.56	1.146	828	4
q23: I can rely on my manager to help me with a work problem	58	3.66	1.22	885	59.7	3.7	1.203	831	-4
q09: I have to work very intensively (-ve)	59	3.72	0.77	888	58.9	3.7	0.831	826	5
q10: I have a say in my own work speed	57	3.57	0.91	881	55.3	3.53	0.974	828	-5
q26: I have sufficient opportunities to question managers about change at work	54	3.34	1.18	885	53	3.34	1.156	826	6
q33: I am supported through emotionally demanding work	46	3.29	1.02	886	44	3.28	1.011	827	1
q20: I have to work very fast (-ve)	40	3.39	0.80	881	43	3.4	0.863	825	4
q32: When changes are made at work, I am clear how they will work out in practice	41	3.14	1.03	887	42.1	3.18	1.005	829	2
q08: I am given supportive feedback on the work I do	42	3.19	1.08	885	41.6	3.22	1.091	828	3
q19: I have a choice in what I do at work	39	3.22	0.95	880	40.7	3.22	0.994	830	1
q28: Staff are always consulted about change at work	41	3.02	1.15	883	34.5	2.94	1.141	826	4
q03: Different groups at work demand things that are hard to combine (-ve)	29	3.08	0.91	881	27.2	3.06	0.921	818	6
q12: I have to neglect some tasks because I have too much work to do (-ve)	25	2.98	0.94	889	24.6	2.97	0.922	833	4
q34: Relationships at work are strained (-ve)	20	2.52	1.09	886	20.4	2.53	1.103	831	1
q18: I am pressured to work long hours (-ve)	18	2.38	1.17	887	19.2	2.39	1.218	829	5
q22: I have unrealistic time pressures (-ve)	14	2.54	1.03	880	17.4	2.58	1.059	830	3
q16: I am unable to take sufficient breaks (-ve)	17	2.46	1.09	882	17.3	2.44	1.103	828	1
q14: There is friction or anger between colleagues (-ve)	15	2.57	0.97	884	15.6	2.58	1.009	827	4
q06: I have unachievable deadlines (-ve)	13	2.47	1.00	888	13.4	2.44	0.998	828	2
q05: I am subject to personal harassment in the form of unkind words or behaviour (-ve)	5	1.68	0.94	882	4.8	1.67	0.917	826	1
q21: I am subject to bullying at work (-ve)	3	1.45	0.83	881	4.8	1.52	0.896	830	-1

Advanced Analysis: predicting overall quality of working life

The University of Huddersfield 2013 Quality of Working Life survey generated a very rich data set. The previous sections of this report describe and illustrate the data, but do not provide a detailed statistical analysis. As an example of the type of statistical analysis that might usefully be performed on this data, a stepwise multiple regression analysis appears below. This type of analysis uses the six WRQoL and seven HSE factors to statistically predict scores on the overall WRQoL question (Q65: I am satisfied with the overall quality of my working life).

The tables below show how 8 of these 13 factors are significant predictors of overall quality of working life. These six factors account for over 70% of the variation in the scores for the overall quality of working life question.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.702	.562

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.964	0.151		-6.404	< 0.001
General Well Being (GWB)	0.439	0.039	0.363	11.362	< 0.001
Working Conditions (WCS)	0.247	0.043	0.193	5.791	< 0.001
Job and Career Satisfaction (JCS)	0.212	0.052	0.172	4.058	< 0.001
Home-work interface (HWI)	0.13	0.036	0.113	3.614	< 0.001
Peer Support (PSP)	0.147	0.042	0.11	3.458	0.001
Role (ROL)	0.1	0.04	0.066	2.474	0.014
Demand (Rev.) (DMD-R)	0.105	0.043	0.076	2.445	0.015
Change (CHN)	-0.078	0.039	-0.073	-1.97	0.049

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

It can be seen from the 't' values in the above table that the General Well Being factor was the best predictor of ratings of overall quality of working life followed by Working Conditions (higher values of these factors are associated with higher overall quality of working life). Higher ratings of Job and Career Satisfaction, Home-work interface, HSE Peer Support, HSE Role and HSE Demands (reversed) were associated with higher overall quality of working life. HSE Change was negatively related to overall satisfaction with the quality of working life.

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

Open Question Analysis 2013

Open questions are those questions where the survey participant can provide an unconstrained textual response. The responses which arise from such 'open' or 'free text' questions are analysed by reading all responses and then categorising them into themes. The percentage of responses which contain a particular theme is then calculated. A theme with a large response percentage therefore indicates a more general issue. These themes are then further analysed into groups relevant to the six WRQoL factors. The results of this analysis are presented in the tables below.

Confidentiality

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

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

The open question used in the survey was:

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

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

University of Huddersfield 2013 Open Question Themed Analysis

Of the 833 valid questionnaires returned, 417(50%) contained an answer to the open question: ‘**How could the quality of working life be improved in your University?**’

In the tables below, the percentage of the total number of respondents completing a questionnaire who mentioned the issue is shown next to each response category. Indicative, anonymised responses have been provided under their appropriate category or factor heading. Response categories contributed to by less than three respondents are not reported.

Organisational Culture

<p>Great place to work:</p> <ul style="list-style-type: none"> • This is a very good University to be part of..... The University is excellent at communicating its vision and in our school we have clear and strong leadership and very supportive colleagues which makes a significant difference to the quality of working life experienced. • I am very happy with all aspects of my work except one - the rooms used are unpleasant for full days of work. • I think the university offers a brilliant quality of working life. • Having previously worked in the xxxxxx industry for a number of years, where the ethos is "dog eat dog", I can honestly say the University is a great employer! • I have worked at the University over 20 years - have always enjoyed working here and felt happy and supported at work. • My area of work involves enormously supportive colleagues and I have a wonderful line-manager. 	<p>10%</p>
<p>Clash between teaching and research prioritisation:</p> <ul style="list-style-type: none"> • Recognition of 'teaching' ability and professional qualifications, rather than being forced to do MA then PhD, with the threat of 'unemployment' if you don't conform. • Less competition between different agendas to do with teaching, undergraduate recruitment and research. • Current pressures to get everyone PhD pointless... 	<p>5.8%</p>
<p>Less bureaucracy</p> <ul style="list-style-type: none"> • Reduction of unnecessary bureaucracy. 	<p>1%</p>
<p>Bullying & harassment/ “nepotism”:</p> <ul style="list-style-type: none"> • If my line managers were more supportive and less involved in looking after their own cronies. • Less covert 'bullying' in the workplace with a more open style and less cliques tolerated by senior staff. • there is a lot of bad language used in this office environment - I have never been in an office were bad language is used on a daily basis. 	<p>3%</p>

Management

<p>Improve management skills and training for managers/better management/poor management or leadership:</p> <ul style="list-style-type: none"> • More feedback from line manager. • Managers at all levels should be better equipped and prepared to proactively deal with staffing issues. • I feel that there needs to be an endless, compulsory cycle of training for managers. There are far too many managers that are terrible and actually damage the University but believe that they do a great job. • Line manager needs proper management training. I would not confide in this person at all as details would be round the office in no time. 	14%
<p>Improve management of poor staff behaviour/underperforming staff:</p>	2.1%
<p>Too much change</p> <ul style="list-style-type: none"> • The rapid pace of change is unsettling. My colleagues tell me they are more anxious and stressed at work than a year ago. 	1.1%
<p>More fairness – timetabling, workload..... Transparent promotion</p> <ul style="list-style-type: none"> • To create a fairer and transparent workload between colleagues on the same grade. • Fair implementation of policies surrounding dependents. • Cleaners get the chance to work more hours permanently and hours not given to students. 	6%
<p>Better treatment of part-timers</p>	1.1%
<p>I want to increase my hours</p>	1.7%

Job and Career Satisfaction (JCS)

<p>Reward Good Performance/ recognition/equality of pay:</p> <ul style="list-style-type: none"> • I think there should be monetary recognition for course leader responsibility. I have considerably more responsibility than some of my colleagues that are not course leaders and this is not currently recognised. 	5.5%
<p>Better Career Development opportunities needed:</p> <ul style="list-style-type: none"> • Being able to obtain in job qualifications e.g. teaching qualification. • Chances of promotion for Support staff. • Improved support to undertake training. • I would like to see more opportunities for career progression. 	8.6%
<p>Poor treatment of Admin staff</p> <ul style="list-style-type: none"> • Change the underlying culture that puts 'non-academic staff' into a sub-class • The quality of life could be improved if there was a promotion scheme based on performance and qualifications for Admin staff in the University. • The rules that apply to support staff and academic staff are not consistent. • The terms of service of academic and administrative staff should be more equal - including holidays and the ability for more flexible working including working from home. 	2.6%

Working Conditions (WCS)

<p>Accommodation/facilities:</p> <ul style="list-style-type: none"> • Better cleaning, heating/ventilation • The office I have to work from is lacking natural light and gets very hot as there is no air conditioning. • It's a great job, apart from the physical environment...uncertainty over where we will be located from one day to the next, building work causing unacceptable noise levels. Horrible lighting causes headaches and tiredness, often in rooms with no natural light. • My office sometimes suffers from being very cold- in am on the ground floor of Canalside East. • A window that would open in the office to let some fresh air circulate as heating is far too stuffy to work properly. • More cleaning staff should be employed to maintain the inside of the buildings, eg toilets, offices and classrooms. Money should not be cut from the cleaning budget. In fact, more money should be invested into the cleaning budget. • There is a need for more appropriate rooms to be available for seminars, teaching, tutorials etc. Presently there are very limited spaces available. This is leading to student dissatisfaction. • West Building is terrible. It is cramped and decrepit. Academic staff need individual offices to ensure privacy when talking with students and supervising PGRs. 	<p>14.1%</p>
<p>Better job security:</p> <ul style="list-style-type: none"> • Because people are unsure that their jobs are safe at the university, people are not happy and morale among cleaners and c.s.o. is very poor. • Job insecurity is the greatest problem. 	<p>3.1%</p>

General Well-Being (GWB)

<p>Encourage facilitate professional and social contact and support between staff/improve peer relationships:</p> <ul style="list-style-type: none"> • Increase social / socialising events / activities aimed at staff - more than sports teams. • Opportunities to meet with others across the university on a semi-formal basis - this makes for better relations when there is a need to communicate for business. 	<p>2.6%</p>
<p>Improved gym facilities</p>	<p>0.7 %</p>
<p>Foster better attitudes among employees</p>	<p>2.6%</p>

Home Work Interface (HWI)

<p>Parking a major problem:</p> <ul style="list-style-type: none"> • Please, please sort out the car parking situation.... • Travel to and from work is an absolute nightmare. This is however not the fault of the University; it is a major problem with all public transport in West Yorkshire. 	3.6%
<p>More opportunity for flexi-time/home working:</p> <ul style="list-style-type: none"> • More flexible working i.e. working from home policies for administrative staff. I am not front office staff and would benefit from being able to do intricate work at home on occasions rather than in an open plan office where distractions can affect my output and performance. • More enlightened attitudes towards working mothers/part-time work amongst colleagues. 	3.6%

Stress At Work (SAW)

<p>Reduce staff workload/unrealistic/staff shortage:</p> <ul style="list-style-type: none"> • More staff to relieve the pressure and provide more time to spend on other duties that are often quickly done without the time that should be given to them • The real issue is workload. • The volume of work is totally unsustainable. The newly Work Load Balance model is biased in favour of research and management - this needs to reflect workload reality - it ignores work load peaks. 	14.4%
<p>Too much admin/ better admin support needed:</p> <ul style="list-style-type: none"> • Able to effectively implement reduction of bureaucracy across the University so that some work is not so rushed and as some if not getting done. • If we are to progress as a University and reach the targets set then investment needs to be made in support staff to the extent it has been in Academic and Research staff. 	7.4%

Communication and Consultation

<p>Improve Communication/consultation/engagement/feedback/involvement:</p> <ul style="list-style-type: none"> • I don't always feel that the communication is the best especially within the department but we do usually find out what is happening eventually from others. The communication from senior management has improved dramatically • If there was more communication between the different teams. • Involve academic staff in teaching related decisions. • Better communication and discussion from Level 7 when introducing and implementing new working practice. • The communication is very good at institutional level and top management do appear to keep staff in the loop however this does not feed down to the individual schools and services. 	11.7%
<p>Communication is good</p>	1%
<p>Too many emails</p>	1.2%

University of Huddersfield 2009/2011/2013

Open Question Themed Analysis Comparison table

Questionnaire responses from University of Huddersfield staff in the years 2009, 2011 & 2013 contained answers to the open question: 'How could the quality of working life be improved in your University?'

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

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

Organisational Culture

	<i>%2009</i>	<i>%2011</i>	<i>%2013</i>
Great place to work	4.7	11.0	10
Clash between teaching and research prioritisation	1.5	1.9	5.8
Less bureaucracy	1.2	0.7	1
Bullying & harassment	0.7	0.7	3

Management

Improve management skills and training for managers/better management/poor management or leadership	2.4	17.1	14
Improve management of poor staff behaviour/underperforming staff	1.3	2.9	2.1
Too much change	0.4	0.7	1.1
Staff appraisals	-	1.4	-
Unfair allocation of workloads	-	6.7	6

General Well-Being (GWB)

Encourage facilitate professional and social contact and support between staff/improve peer relationships	2.0	5.7	2.6
Improved gym facilities	0.5	0.7	0.7

Job and Career Satisfaction (JCS)

	<i>%2009</i>	<i>%2011</i>	<i>%2013</i>
Reward Good Performance/ recognition/equality of pay	2.8	3.6	5.5
Better Career Development opportunities needed	2.1	3.6	8.6

Working Conditions (WCS)

Accommodation/facilities	2.3	8.6	14.1
Better job security	1.0	6.0	3.1
Better food facilities for Staff	0.9	1.0	-

Stress At Work (SAW)

Reduce staff workload/unrealistic/staff shortage:	5.9	13.8	14.4
Too much admin/ better admin support needed	1.1	2.9	7.4

Home Work Interface (HWI)

Parking a major problem:	5.6	6.4	3.6
More opportunity for flexi-time/home working	1.7	3.6	3.6

Communication and Consultation

Improve Communication/ consultation/engagement/feedback/involv ement	8.9	16.2	11.7
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