

Imperial College Union
Board of Trustees / 19 July 2023

People and Culture Annual Survey and Action Plan 2023

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Purpose: To consider the 2023 results of the Staff Engagement Survey.

1. Background Information

This year (2023-24) is the third time we have taken part in the NUS Staff Engagement Survey. It was available to all full-time and casual staff employed in a role with the Union, plus our Officer Trustees. Responses were collected between 13 February - 03 March 2023.

There were 51 full-time staff and Officer Trustees and 153 casual staff included in the survey. The response rate of permanent staff was 78%. This is an 8% decrease on the response rate of last year's permanent staff. Response rate among casual staff was up 8% on last year to a total of 19%, with 29 responses.

2. Results Summary

This year's results can now be measured against last year's baseline data set, providing an indicator of how effective our planned actions over the last year have been.

The results are similar to last year but with areas of improvement. 68% of permanent staff answered positively when asked if they would recommend our organisation as a good place to work. However, this represents a decrease of 7 points on last year. When viewing the whole organisation results, including student staff, the Union answered 67% positively. This, in line with our increased response rate, represents a 12% increase on last year's results.

In summary, the results represent a slight decrease in permanent staff satisfaction and engagement, and a slightly higher increase in student staff satisfaction and engagement.

It should be noted that the results for the whole organisation represents a 10-point improvement on our baseline results gathered in 2021.

Full results can be found below in appendices 1 and 2.

Some other headline results include:

- i. Our biggest area of improvement among permanent staff relative to last year is Employee Wellbeing, with a of 4-point increase. Equality, Diversity and Inclusion is up 3 points.
- ii. The three highest scoring areas for our permanent staff team are: Colleagues (82%), Management (76%) and Role (70%). This is similar to last year's results.
- iii. The three lowest scoring areas for our permanent staff team are: Learning & Development (50%), Service (53%), and Leadership/Values (53%).

Highlights and Lowlights:

The below represents the 5 highest scoring questions in the permanent staff survey, followed by the 5 lowest scoring questions:

Highest:

- I am treated with fairness, respect and dignity at work: 90%
- Colleagues trust and respect each other: 80%
- I feel that my work contributes to the organisation's performance: 85%
- This organisation would forgive an honest mistake on my part: 85%
- I trust and respect my manager: 85%

Lowest:

- It is common practice for experienced colleagues to coach and mentor new starters: 30%
- This organisation encourages innovation: 33%
- Different parts of the organisation work well together: 33%
- Our services are delivered in a cost-effective way: 33%
- My workload is excessive and prevents me doing a good job: 33%

3. Comments

While the results were mixed, the organisation remains in a strong position relative to 2021. The organisation has seen significant change in the leadership team over the past year, with further changes incoming in August. The Union is coming to the end of its current strategy and a new strategy is still in development. These factors are reflected in the survey results.

Many elements of our People and Culture plan have now been implemented, with work continuing our EDI strategy. These results will inform both, as well as the future strategy. Areas that we've identified that need to be addressed include:

- We must continue developing our new strategy, and understand/better communicate the immediate priorities
- We must develop our values and behaviours framework in a way that is evident in our day-to-day working practices
- We must continue to develop our performance management cycle (PDRs, training opportunities, 121s) to improve working within teams
- We must understand how people want to communicate to improve working across teams and communication from SMT to the business

It has been noted that some other Unions conduct the survey on a longer timescale (typically two or three years) to allow for changes to be properly implemented in between survey cycles. This comes with an added budget and resource saving.

4. Next Steps

- i. We will approval and disseminate our new strategy, and provide a long-term, stable SMT
- ii. We will implement a new reward and recognition programme in July 2023.
- iii. We will scope and implement a new PDR process coupled with our recently developed skills matrix in August 2023.
- iv. We will refresh a new iteration of the People and Culture Plan in line with the new strategy in 2024.
- v. We will move to model of conducting the survey on a 2-year cycle to reflect the approach taken by other Unions and to allow for changes to embed.



**Imperial College Students' Union Staff Engagement Survey 2023 - Individual Demographic
Report for Career staff (or elected Officer)**

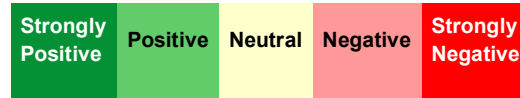
Agenda Consulting

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Topic Summary

Key



						2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Colleagues	29	53	13	5	1	82		-1	-2
Communication	18	39	26	10	7	58		+10	-12
Employee Wellbeing	24	44	18	8	5	68		+3	+4
Engagement	25	38	24	10	5	62		+1	-7
Equality, Diversity and Inclusion	18	43	26	10	3	60		0	+3
Leadership	17	35	33	12	3	53		+10	-12
Learning and Development	14	36	28	19	4	50		-1	-7
Management	42	34	19	6		76		+1	-7
Performance Management	16	45	24	15	2	60		+5	-3
Reward	24	36	24	12	4	61		+8	0

Key



					2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Role	23	47	17	9	3	70	+6	-4
Service	4	48	28	15	4	53	+5	-6
Values	17	36	29	14	4	53	+5	-11

Employee Engagement

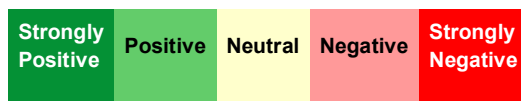
Engagement is when staff and volunteers give of their best each day. It is when they are committed to their organisation's goals and values and when they are motivated to contribute to its success.

We know that the benefits of engagement are profound. Engagement leads to higher levels of job satisfaction, wellbeing, better recruitment and retention. It drives performance and impact.

Engagement doesn't happen by chance. It relies on creating an environment of trust, integrity and open communication. An environment where the views of people matter and make a difference. This challenges organisations to reflect on their values and culture and to rethink how they lead, manage and communicate.

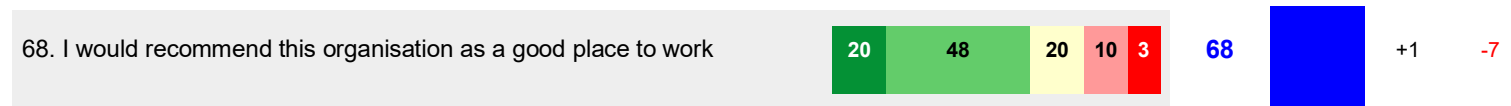
Our research suggests that engagement with the work is often very high in not-for-profit organisations but engagement with the organisation itself is more variable. This has led us to conclude that the question 'I would recommend this organisation as a good place to work' is the most discriminating measure of engagement in the not-for-profit sector.

Key



Employee Engagement Index

2023
Overall Positive %
Traffic Light
Whole Org
Last Time



Key Factors

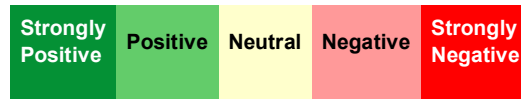
We have undertaken a correlation analysis between each question and the engagement index. This seeks to identify the most important factors associated with engagement.

Correlation indicates the strength of a linear relationship between two variables. The higher the correlation, the greater the association of the factor with engagement. The correlation analysis is performed at the whole organisation level only.

A question is identified as a key factor for engagement if the level of correlation with the engagement index is 0.5 or more. 17 questions met this criterion:

	Key					2023 Overall Positive %	Traffic Light	Whole Org	Last Time
	Strongly Positive	Positive	Neutral	Negative	Strongly Negative				
54. People within the organisation consistently treat each other with respect and dignity	23	55	20	3	78		+2	+6	
23. I am not afraid to openly express my ideas and opinions	25	53	15	5	78		+5	+9	
32. This organisation gives a high priority to employee welfare and health & safety	30	43	23	3	73		+15	+10	
21. I receive regular feedback and thanks for doing good work	23	45	13	18	68		+8	-4	
57. I feel that I belong in this organisation	18	48	23	10	65		+3	+2	
24. My ideas and opinions are given serious consideration	20	43	28	5	63		+18	-6	
62. I understand the organisation's immediate priorities and where the organisation is going	18	43	23	13	60		+15	-14	
4. I am confident that the leadership group is able to make the organisation successful	18	43	33	3	60		+14	-14	
59. I am provided with the support and tools necessary to do my job effectively	13	45	25	15	58		-2	-5	

Key



	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
50. This organisation has strong values and operates to high ethical standards	20	38	33	8	3	58	Blue	+10	-8
49. I see this organisation's values being acted out in practice	18	35	28	18	3	53	Orange	+10	-13
25. This organisation practises open, honest communication and shares information	15	38	25	15	8	53	Orange	+10	-16
5. I believe that the leadership group will act on the results of this survey	25	28	28	15	5	53	Orange	+6	-10
43. I believe that this organisation delivers a high-quality service to its members	3	40	35	20	3	43	Orange	+3	-18
11. This organisation manages change effectively	15	28	30	25	3	43	Orange	+11	-9
8. The leadership group creates a compelling vision	5	38	38	18	3	43	Orange	+6	-26
51. This organisation encourages innovation	10	23	38	20	10	33	Red	+1	-25

Highlights and Lowlights

Introduction

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

Key



Highlights

		2023 Overall Positive %	Traffic Light
33. I am treated with fairness, respect and dignity at work		90	
1. Colleagues trust and respect each other		85	
64. I feel that my work contributes to the organisation's performance		85	
48. This organisation would forgive an honest mistake on my part		85	
12. I trust and respect my manager		85	

Lowlights

2023
Overall
Positive
%
Traffic
Light

Statement	5	25	35	30	5	Overall Positive %	Traffic Light
26. It is common practice for experienced colleagues to coach and mentor new starters	5	25	35	30	5	30	Red
51. This organisation encourages innovation	10	23	38	20	10	33	Red
52. Different parts of the organisation work well together	8	25	38	25	5	33	Red
46. Our services are delivered in a cost-effective way	8	25	35	25	8	33	Red
36. My workload is excessive and prevents me doing a good job	8	28	28	25	13	35	Red

Highest and Lowest Relative to the Whole Organisation

Key



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

Difference to

Highest Relative to the Whole Organisation

			2023 Overall Positive %	Traffic Light	Whole Org		
42. This organisation offers a good benefits package (holiday, sick pay, pension etc.)	38	43	20	80	+23		
66. The balance of in person and remote working I have now allows me to do my job effectively	35	38	20	8	73	+23	
31. This organisation cares about its employees	30	53	13	3	3	83	+22
24. My ideas and opinions are given serious consideration	20	43	28	5	5	63	+18
17. I receive regular, timely feedback that helps me improve my performance	15	48	18	20		63	+16

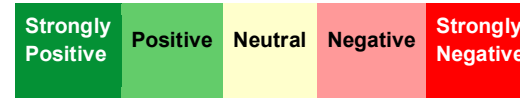
2023
Overall
Positive
%
Traffic
Light
Whole
Org

Lowest Relative to Whole Organisation

Statement	5	4	3	2	1	Overall Positive %	Traffic Light	Whole Org
26. It is common practice for experienced colleagues to coach and mentor new starters	5	25	35	30	5	30	Red	-25
36. My workload is excessive and prevents me doing a good job	8	28	28	25	13	35	Red	-16
19. High standards of performance are expected of all employees	5	43	38	13	3	48	Orange	-10
34. I am able to achieve a good work life balance	28	40	10	15	8	68	Orange	-9
2. I receive support and encouragement from colleagues at work	38	45	10	8		83	Green	-4

Highest and Lowest Relative to Last Time

Key



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

Difference to

Highest relative to last time

2023 Overall Positive %
Traffic Light
Last Time

Statement	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
53. This organisation values diversity	23	50	18	8	3	73	Green	+13
33. I am treated with fairness, respect and dignity at work	33	58	8	3		90	Green	+13
65. I am able to work flexibly when appropriate	35	48	10	8		83	Green	+11
38. I feel empowered to adopt ways of working that suit the needs of the organisation as well as my lifestyle and non-working commitments	20	43	28	8	3	63	Blue	+11
32. This organisation gives a high priority to employee welfare and health & safety	30	43	23	3	3	73	Green	+10

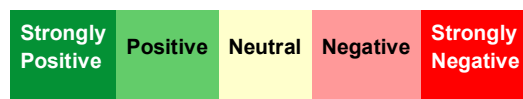
2023
Overall
Positive
%
Traffic
Light
Last
Time

Lowest relative to last time

Statement	1	2	3	4	5	Overall Positive %	Traffic Light	Last Time
22. I am kept informed of what is happening elsewhere in the organisation	13	25	35	15	13	38	Orange	-34
8. The leadership group creates a compelling vision	5	38	38	18	3	43	Orange	-26
51. This organisation encourages innovation	10	23	38	20	10	33	Red	-25
26. It is common practice for experienced colleagues to coach and mentor new starters	5	25	35	30	5	30	Red	-19
19. High standards of performance are expected of all employees	5	43	38	13	3	48	Orange	-18

All Questions

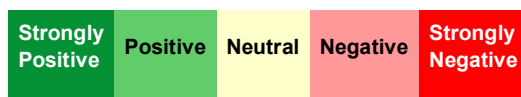
Key



Colleagues

					2023 Overall Positive %	Traffic Light	Whole Org	Last Time	
Colleagues	29	53	13	5	1	82		-1	-2
1. Colleagues trust and respect each other	25	60	8	8		85		-1	-1
2. I receive support and encouragement from colleagues at work	38	45	10	8		83		-4	-3
3. I work with skilled, competent people who are good at their jobs	25	53	20	3		78		+2	-3

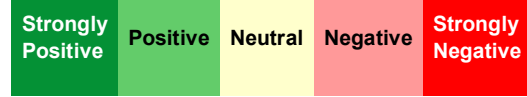
Key



Communication

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Communication	18	39	26	10	7	58	Blue	+10	-12
23. I am not afraid to openly express my ideas and opinions	25	53	15	5	3	78	Green	+5	+9
24. My ideas and opinions are given serious consideration	20	43	28	5	5	63	Blue	+18	-6
25. This organisation practises open, honest communication and shares information	15	38	25	15	8	53	Orange	+10	-16
22. I am kept informed of what is happening elsewhere in the organisation	13	25	35	15	13	38	Orange	+7	-34

Key



Employee Wellbeing

						2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Employee Wellbeing	24	44	18	8	5	68		+3	+4
33. I am treated with fairness, respect and dignity at work	33	58	8	3		90		+6	+13
31. This organisation cares about its employees	30	53	13	3	3	83		+22	+8
32. This organisation gives a high priority to employee welfare and health & safety	30	43	23	3	3	73		+15	+10
35. I feel supported in managing my working hours and workload	15	55	15	13	3	70		-1	+4
34. I am able to achieve a good work life balance	28	40	10	15	8	68		-9	+8
37. I feel my job is secure	30	35	25	3	8	65		+6	-12
38. I feel empowered to adopt ways of working that suit the needs of the organisation as well as my lifestyle and non-working commitments	20	43	28	8	3	63		+5	+11
36. My workload is excessive and prevents me doing a good job	8	28	28	25	13	35		-16	-11

Key



Engagement

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Engagement	25	38	24	10	5	62	Blue	+1	-7
69. I would willingly put in extra effort in order to help the organisation	28	50	15	5	3	78	Green	+2	0
67. I am proud to tell people that I work for this organisation	30	45	23	3		75	Green	+1	-2
68. I would recommend this organisation as a good place to work	20	48	20	10	3	68	Blue	+1	-7
71. I would like to still be working for this organisation in 12 months' time	25	25	25	18	8	50	Orange	+2	-10
70. I feel a strong sense of identification with this organisation	20	20	35	18	8	40	Orange	+1	-17

Key



Equality, Diversity and Inclusion

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Equality, Diversity and Inclusion	18	43	26	10	3	60	Blue	0	+3
54. People within the organisation consistently treat each other with respect and dignity	23	55	20	3		78	Green	+2	+6
53. This organisation values diversity	23	50	18	8	3	73	Green	-3	+13
57. I feel that I belong in this organisation	18	48	23	10	3	65	Blue	+3	+2
55. The organisation works to attract, develop and retain people with diverse backgrounds	15	43	28	10	5	58	Blue	+2	+6
58. I feel there are as many opportunities for me to succeed in this organisation as there are for my peers	15	35	33	15	3	50	Blue	-2	-10
56. This organisation has a culture that nurtures and encourages those from an under-represented group to pursue their chosen career	15	25	38	20	3	40	Orange	-1	0

Key



Leadership

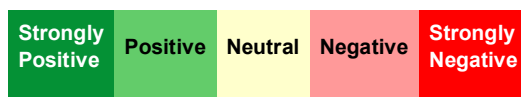
		2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Leadership	17 35 33 12 3	53		+10	-12
6. I trust and respect the leadership group in this organisation	33 35 28 3 3	68		+12	-1
4. I am confident that the leadership group is able to make the organisation successful	18 43 33 3 5	60		+14	-14
7. I believe that the leadership group are taking us in the right direction	23 38 35 3 3	60		+15	-17
5. I believe that the leadership group will act on the results of this survey	25 28 28 15 5	53		+6	-10
9. The leadership group leads by example	15 38 38 8 3	53		+12	-8
8. The leadership group creates a compelling vision	5 38 38 18 3	43		+6	-26
10. The leadership group is in touch with the views and opinions of staff	5 38 33 20 5	43		+8	-9
11. This organisation manages change effectively	15 28 30 25 3	43		+11	-9

Respondents were given the following guidance: By leadership group we mean: Senior Management Team

Learning and Development

						2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Learning and Development	14	36	28	19	4	50		-1	-7
29. This organisation helps me acquire skills and knowledge that will benefit my future career	23	45	20	13		68		+4	+8
28. This organisation provides me with good learning and development opportunities	18	40	25	15	3	58		+11	-3
27. This organisation encourages me to learn and develop my potential	15	38	30	15	3	53		+2	-13
30. Knowledge and good practice are shared across this organisation to promote learning	10	33	30	20	8	43		+3	-6
26. It is common practice for experienced colleagues to coach and mentor new starters	5	25	35	30	5	30		-25	-19

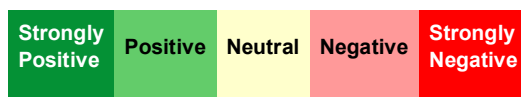
Key



Management

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Management	42	34	19	6		76		+1	-7
12. I trust and respect my manager	43	43	13	3		85		+1	-6
16. My manager trusts and respects me	50	30	15	5		80		-3	-3
13. My manager helps foster a good spirit within the team	48	28	18	8		75		+3	-8
14. My manager inspires me to do my best	35	35	23	8		70		+6	-10
15. My manager seeks my input and involves me where appropriate	35	35	25	5		70		-1	-7

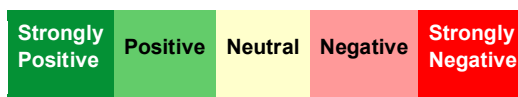
Key



Performance Management

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Performance Management	16	45	24	15	2	60	Blue	+5	-3
20. The judgements made about my performance are fair and unbiased	25	53	18	5		78	Green	+8	0
21. I receive regular feedback and thanks for doing good work	23	45	13	18	3	68	Orange	+8	-4
17. I receive regular, timely feedback that helps me improve my performance	15	48	18	20		63	Orange	+16	+5
19. High standards of performance are expected of all employees	5	43	38	13	3	48	Orange	-10	-18
18. My manager takes prompt action if people's performance falls below acceptable standards	10	35	35	18	3	45	Orange	+2	-1

Key

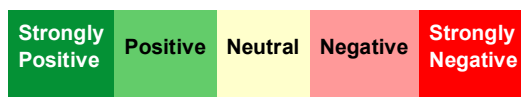


Reward

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Reward	24	36	24	12	4	61	Blue	+8	0
42. This organisation offers a good benefits package (holiday, sick pay, pension etc.)	38	43	20			80	Green	+23	-11
41. My pay is competitive compared with other similar organisations	35	30	23	8	5	65	Blue	+3	+5
39. I am rewarded fairly for the contribution I make in my job	10	40	25	20	5	50	Orange	+4	-1
40. I am rewarded fairly in comparison with others in the organisation doing similar work	15	33	28	20	5	48	Orange	+1	+8

Role						2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Role	23	47	17	9	3	70		+6	-4
64. I feel that my work contributes to the organisation's performance	33	53	10	3	3	85		+1	+2
65. I am able to work flexibly when appropriate	35	48	10	8		83		-3	+11
66. The balance of in person and remote working I have now allows me to do my job effectively	35	38	20	8		73		+23	-
63. The work that I do gives me a feeling of personal achievement	18	53	15	13	3	70		+11	-10
61. I am familiar with organisation policies and procedures which affect me	13	55	20	5	8	68		+1	-7
60. My job is well defined and my accountabilities are clear	23	43	15	13	8	65		+4	-4
62. I understand the organisation's immediate priorities and where the organisation is going	18	43	23	13	5	60		+15	-14
59. I am provided with the support and tools necessary to do my job effectively	13	45	25	15	3	58		-2	-5

Key



Service

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Service	4	48	28	15	4	53	Blue	+5	-6
44. I receive a good service from other departments in the students' union	3	65	23	8	3	68	Blue	+5	+10
45. People in other departments are skilled and competent to do their jobs	5	63	20	8	5	68	Blue	+14	-1
43. I believe that this organisation delivers a high-quality service to its members	3	40	35	20	3	43	Orange	+3	-18
46. Our services are delivered in a cost-effective way	8	25	35	25	8	33	Red	-1	-16

Key



Values

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Whole Org	Last Time
Values	17	36	29	14	4	53	Blue	+5	-11
48. This organisation would forgive an honest mistake on my part	35	50	13	3		85	Green	+1	-4
47. People in this organisation have a shared sense of purpose	10	48	28	13	3	58	Blue	+8	-3
50. This organisation has strong values and operates to high ethical standards	20	38	33	8	3	58	Blue	+10	-8
49. I see this organisation's values being acted out in practice	18	35	28	18	3	53	Orange	+10	-13
51. This organisation encourages innovation	10	23	38	20	10	33	Red	+1	-25
52. Different parts of the organisation work well together	8	25	38	25	5	33	Red	+1	-16

Annex A - About this report

This Report

This report presents the results from the Imperial College Students' Union Staff Engagement Survey 2023 for Career staff (or elected Officer).

Fieldwork

The survey fieldwork was undertaken between 13th February 2023 and 17th March 2023.

Response rate

40 people responded to the survey.

Results

The report uses 5 key measures:

- **Strongly Positive** percentage (%) figures: are calculated as % Strongly Agree for positively phrased questions and % Strongly Disagree for negatively phrased questions
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- **Strongly Negative** percentage (%) figures: are calculated as % Strongly Disagree for positively phrased questions and % Strongly Agree for negatively phrased questions.

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

The report also uses the measure '**Overall Positive %**', calculated as % Strongly Positive + % Positive and the measure '**Overall Negative %**', calculated as % Strongly Negative + % Negative.


Results at topic level are calculated based on the average of all questions within its topic. Where there is a comparison figure, results are calculated based on the available comparison figures from each question in this topic.

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

Traffic Light Scoring

Scores for the 2023 survey results are given a traffic light rating, based on the following.

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

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

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

 30% or more of respondents Overall Negative

Key Factors

A question is identified as a key factor for employee engagement if the level of correlation with the employee engagement index is 0.5 or more. The correlation analysis is performed at the whole organisation level only.

Comparison to last time

This report compares the 2023 survey results with your 2022 Staff Engagement Survey results.



Imperial College Students' Union Staff Engagement Survey 2023 - Whole Organisation Report

Agenda Consulting

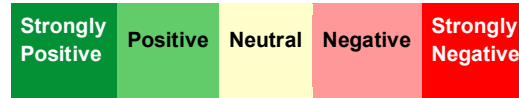


Contents

- 1 Topic Summary
 - 2 Employee Engagement
 - 3 Highlights and Lowlights
 - 4 Highest and Lowest Relative to Last Time
 - 5 Highest and Lowest Relative to the Students' Union Peer Group Benchmark Median
 - 6 Highest and Lowest Relative to the Students' Union Benchmark Median
 - 7 Highest and Lowest Relative to the Third Sector Benchmark Median
 - 8 All Questions
- Annex A - About this report

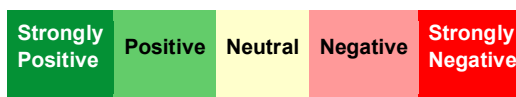
Topic Summary

Key



					2023 Overall Positive %	Traffic Light	Last Time
Colleagues	32	50	11	5	1	83	+11
Communication	14	34	21	16	15	47	-6
Employee Wellbeing	21	44	17	11	7	65	+12
Engagement	20	40	25	11	3	61	+2
Equality, Diversity and Inclusion	19	41	29	9	2	60	+12
Leadership	13	30	27	18	13	42	-7
Learning and Development	16	35	28	17	4	51	+2
Management	40	35	18	6	1	75	+10
Performance Management	17	39	25	17	3	55	+5
Reward	20	33	28	13	6	53	-7

Key



	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Role	20	44	20	12	4	64	Blue	0
Service	7	40	30	18	5	47	Orange	-5
Values	13	35	30	18	5	48	Orange	-2

Employee Engagement

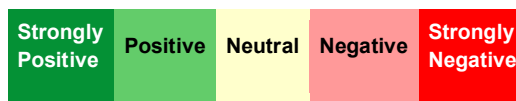
Engagement is when staff and volunteers give of their best each day. It is when they are committed to their organisation's goals and values and when they are motivated to contribute to its success.

We know that the benefits of engagement are profound. Engagement leads to higher levels of job satisfaction, wellbeing, better recruitment and retention. It drives performance and impact.

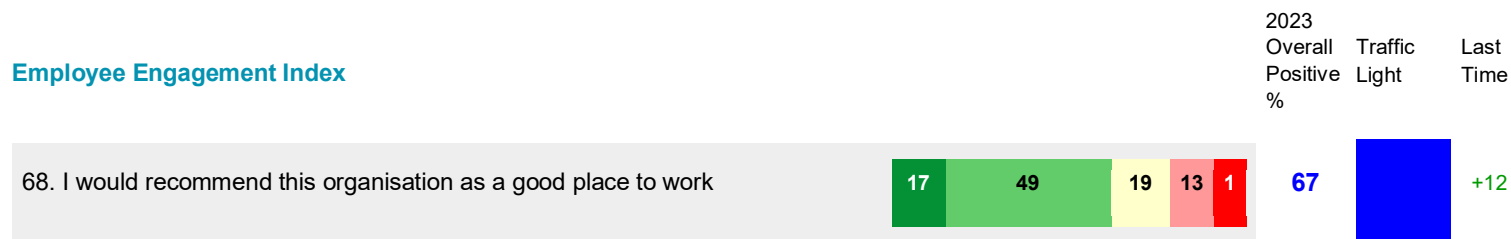
Engagement doesn't happen by chance. It relies on creating an environment of trust, integrity and open communication. An environment where the views of people matter and make a difference. This challenges organisations to reflect on their values and culture and to rethink how they lead, manage and communicate.

Our research suggests that engagement with the work is often very high in not-for-profit organisations but engagement with the organisation itself is more variable. This has led us to conclude that the question 'I would recommend this organisation as a good place to work' is the most discriminating measure of engagement in the not-for-profit sector.

Key



Employee Engagement Index



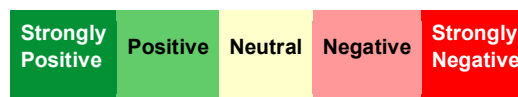
Key Factors

We have undertaken a correlation analysis between each question and the engagement index. This seeks to identify the most important factors associated with engagement. Correlation indicates the strength of a linear relationship between two variables. The higher the correlation, the greater the association of the factor with engagement. A question is identified as a key factor for engagement if the level of correlation with the engagement index is 0.5 or more. 17 questions met this criterion:



Key

Key factor for engagement



						2023 Overall Positive %	Traffic Light	Last Time
Key	62. I understand the organisation's immediate priorities and where the organisation is going	13	32	29	19	7	45	-16
Key	24. My ideas and opinions are given serious consideration	13	32	28	13	14	45	-6
Key	49. I see this organisation's values being acted out in practice	13	29	35	19	4	42	-11
Key	25. This organisation practises open, honest communication and shares information	12	30	22	19	17	42	-9
Key	43. I believe that this organisation delivers a high-quality service to its members	6	33	32	28	1	39	-8
Key	8. The leadership group creates a compelling vision	6	30	32	22	10	36	-19
Key	51. This organisation encourages innovation	9	23	35	23	10	32	-9
Key	11. This organisation manages change effectively	10	22	25	32	12	32	-7

Highlights and Lowlights

Introduction

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

Key



Highlights



Lowlights



Highest and Lowest Relative to Last Time

Key



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

Difference to

Highest relative to last time

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
33. I am treated with fairness, respect and dignity at work	26	58	9	4	3	84	Green	+23
53. This organisation values diversity	28	48	17	6	1	75	Green	+22
38. I feel empowered to adopt ways of working that suit the needs of the organisation as well as my lifestyle and non-working commitments	17	41	32	7	3	58	Blue	+19
35. I feel supported in managing my working hours and workload	19	52	14	10	4	71	Green	+18
54. People within the organisation consistently treat each other with respect and dignity	22	54	20	3	1	75	Green	+17

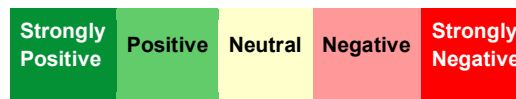
Lowest relative to last time

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
22. I am kept informed of what is happening elsewhere in the organisation	9	22	23	23	23	30	Red	-23
42. This organisation offers a good benefits package (holiday, sick pay, pension etc.)	25	32	33	1	9	57	Blue	-22
8. The leadership group creates a compelling vision	6	30	32	22	10	36	Red	-19
62. I understand the organisation's immediate priorities and where the organisation is going	13	32	29	19	7	45	Orange	-16
7. I believe that the leadership group are taking us in the right direction	16	29	30	12	13	45	Orange	-14

All Questions

Key

Key Key factor for engagement

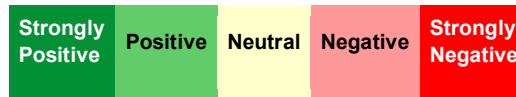


Colleagues

		2023 Overall Positive %	Traffic Light	Last Time
Colleagues		83		+11
2. I receive support and encouragement from colleagues at work		87		+14
1. Colleagues trust and respect each other		86		+9
3. I work with skilled, competent people who are good at their jobs		75		+11

Key

Key factor for engagement

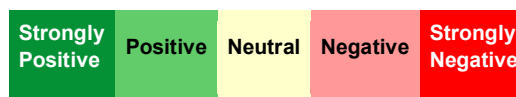


Communication

						2023 Overall Positive %	Traffic Light	Last Time
	Communication	14	34	21	16	15	47	-6
Key	23. I am not afraid to openly express my ideas and opinions	22	51	13	10	4	72	+12
Key	24. My ideas and opinions are given serious consideration	13	32	28	13	14	45	-6
Key	25. This organisation practises open, honest communication and shares information	12	30	22	19	17	42	-9
	22. I am kept informed of what is happening elsewhere in the organisation	9	22	23	23	23	30	-23

Key

Key factor for engagement



Employee Wellbeing

2023 Overall Positive % Traffic Light Last Time

Statement	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Employee Wellbeing	21	44	17	11	7	65	Blue	+12
33. I am treated with fairness, respect and dignity at work	26	58	9	4	3	84	Green	+23
34. I am able to achieve a good work life balance	32	45	7	12	4	77	Green	+16
35. I feel supported in managing my working hours and workload	19	52	14	10	4	71	Green	+18
31. This organisation cares about its employees	19	42	13	14	12	61	Orange	+6
37. I feel my job is secure	22	38	19	10	12	59	Orange	+1
32. This organisation gives a high priority to employee welfare and health & safety	19	39	20	16	6	58	Orange	+11
38. I feel empowered to adopt ways of working that suit the needs of the organisation as well as my lifestyle and non-working commitments	17	41	32	7	3	58	Blue	+19
36. My workload is excessive and prevents me doing a good job	14	36	25	16	9	51	Orange	+2

Key

Key

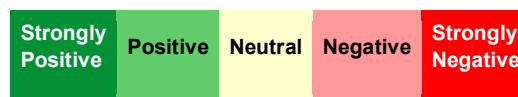


Engagement

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Engagement	20	40	25	11	3	61		+2
69. I would willingly put in extra effort in order to help the organisation	23	52	16	7	1	75		+5
67. I am proud to tell people that I work for this organisation	23	51	23	1	1	74		+11
68. I would recommend this organisation as a good place to work	17	49	19	13	1	67		+12
71. I would like to still be working for this organisation in 12 months' time	22	26	26	17	9	48		-7
70. I feel a strong sense of identification with this organisation	16	23	42	14	4	39		-10

Key

Key factor for engagement

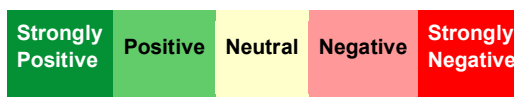


Equality, Diversity and Inclusion

						2023 Overall Positive %	Traffic Light	Last Time
	Equality, Diversity and Inclusion	19	41	29	9	2	60	+12
	53. This organisation values diversity	28	48	17	6	1	75	+22
Key	54. People within the organisation consistently treat each other with respect and dignity	22	54	20	3	1	75	+17
Key	57. I feel that I belong in this organisation	19	43	29	7	1	62	+11
	55. The organisation works to attract, develop and retain people with diverse backgrounds	16	39	33	9	3	55	+10
	58. I feel there are as many opportunities for me to succeed in this organisation as there are for my peers	14	38	33	12	3	52	+1
	56. This organisation has a culture that nurtures and encourages those from an under-represented group to pursue their chosen career	16	25	42	16	1	41	+9

Key

Key factor for engagement



Leadership

						2023 Overall Positive %	Traffic Light	Last Time
	Leadership	13	30	27	18	13	42	-7
	6. I trust and respect the leadership group in this organisation	23	32	28	4	13	55	0
Key	4. I am confident that the leadership group is able to make the organisation successful	13	33	28	14	12	46	-9
Key	5. I believe that the leadership group will act on the results of this survey	17	29	22	19	13	46	-3
	7. I believe that the leadership group are taking us in the right direction	16	29	30	12	13	45	-14
	9. The leadership group leads by example	10	30	30	17	12	41	-5
Key	8. The leadership group creates a compelling vision	6	30	32	22	10	36	-19
	10. The leadership group is in touch with the views and opinions of staff	4	30	23	20	22	35	-4
Key	11. This organisation manages change effectively	10	22	25	32	12	32	-7

Respondents were given the following guidance:
 By leadership group we mean: Senior Management Team

Key

Key Key factor for engagement

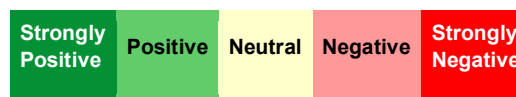


Learning and Development

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Learning and Development	16	35	28	17	4	51	Orange	+2
29. This organisation helps me acquire skills and knowledge that will benefit my future career	20	43	26	10		64	Blue	+15
26. It is common practice for experienced colleagues to coach and mentor new starters	19	36	22	20	3	55	Orange	-2
27. This organisation encourages me to learn and develop my potential	14	36	28	16	6	51	Orange	-2
28. This organisation provides me with good learning and development opportunities	13	33	29	19	6	46	Orange	-1
30. Knowledge and good practice are shared across this organisation to promote learning	12	28	33	20	7	39	Orange	0

Key

Key Key factor for engagement

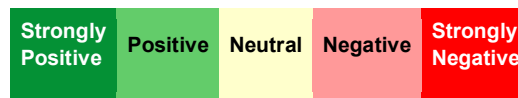


Management

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Management	40	35	18	6	1	75	Green	+10
12. I trust and respect my manager	46	38	12	3	1	84	Green	+12
16. My manager trusts and respects me	46	36	13	3	1	83	Green	+16
13. My manager helps foster a good spirit within the team	42	30	19	9		72	Green	+10
15. My manager seeks my input and involves me where appropriate	32	39	19	7	3	71	Green	+8
14. My manager inspires me to do my best	33	30	28	7	1	64	Blue	+3

Key

Key factor for engagement



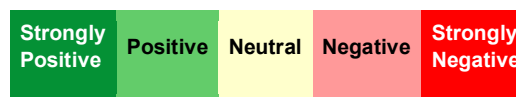
Performance Management

2023
Overall
Positive
%
Traffic
Light
Last
Time

Statement	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Performance Management	17	39	25	17	3	55	Orange	+5
20. The judgements made about my performance are fair and unbiased	22	48	25	6		70	Green	+13
Key 21. I receive regular feedback and thanks for doing good work	22	38	13	22	6	59	Orange	+8
19. High standards of performance are expected of all employees	13	45	26	14	1	58	Blue	-5
17. I receive regular, timely feedback that helps me improve my performance	13	33	23	25	6	46	Red	+5
18. My manager takes prompt action if people's performance falls below acceptable standards	14	29	36	17	3	43	Orange	+4

Key

Key Key factor for engagement

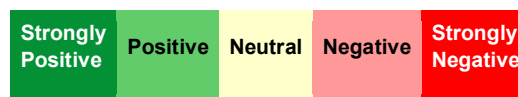


Reward

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Reward	20	33	28	13	6	53	Blue	-7
41. My pay is competitive compared with other similar organisations	28	35	25	9	4	62	Blue	-8
42. This organisation offers a good benefits package (holiday, sick pay, pension etc.)	25	32	33	1	9	57	Blue	-22
39. I am rewarded fairly for the contribution I make in my job	12	35	26	22	6	46	Orange	+1
40. I am rewarded fairly in comparison with others in the organisation doing similar work	14	32	29	20	4	46	Orange	-1

Key

Key Key factor for engagement



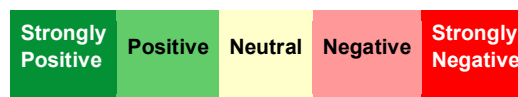
Role

2023 Overall Positive % Traffic Light Last Time

Role	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Role	20	44	20	12	4	64	Blue	0
65. I am able to work flexibly when appropriate	38	48	10	4		86	Green	+11
64. I feel that my work contributes to the organisation's performance	28	57	9	6	1	84	Green	+6
61. I am familiar with organisation policies and procedures which affect me	14	52	14	12	7	67	Blue	0
60. My job is well defined and my accountabilities are clear	16	45	10	20	9	61	Orange	-4
Key 59. I am provided with the support and tools necessary to do my job effectively	13	46	23	16	1	59	Blue	+10
63. The work that I do gives me a feeling of personal achievement	14	45	22	16	3	59	Blue	-9
66. The balance of in person and remote working I have now allows me to do my job effectively	25	25	45	4	1	49	Orange	-
Key 62. I understand the organisation's immediate priorities and where the organisation is going	13	32	29	19	7	45	Orange	-16

Key

Key factor for engagement



Service

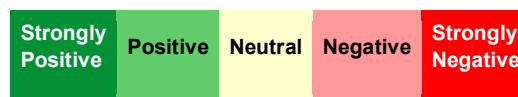
2023
Overall
Positive
%
Traffic
Light
Last
Time

Service	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Service	7	40	30	18	5	47	Orange	-5
44. I receive a good service from other departments in the students' union	4	58	28	7	3	62	Blue	+7
45. People in other departments are skilled and competent to do their jobs	10	43	29	13	4	54	Blue	-9
43. I believe that this organisation delivers a high-quality service to its members	6	33	32	28	1	39	Orange	-8
46. Our services are delivered in a cost-effective way	9	25	33	23	10	33	Red	-12

Key

Key

Key factor for engagement



Values

2023
Overall
Positive
%
Traffic
Light
Last
Time

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Last Time
Values	13	35	30	18	5	48	Orange	-2
48. This organisation would forgive an honest mistake on my part	28	57	10	4	1	84	Green	+15
47. People in this organisation have a shared sense of purpose	9	41	29	20	1	49	Orange	+2
Key 50. This organisation has strong values and operates to high ethical standards	14	33	33	10	9	48	Orange	-3
Key 49. I see this organisation's values being acted out in practice	13	29	35	19	4	42	Orange	-11
Key 51. This organisation encourages innovation	9	23	35	23	10	32	Red	-9
52. Different parts of the organisation work well together	7	25	36	29	3	32	Red	-5

Annex A - About this report

This Report

This report presents the results from the Imperial College Students' Union Staff Engagement Survey 2023 for the whole organisation.

Fieldwork

The survey fieldwork was undertaken between 13th February 2023 and 17th March 2023.

Response rate

69 people responded to the survey out of a possible total of 204, a response rate of 34%.

Results

The report uses 5 key measures:

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The report also uses the measure '**Overall Positive %**', calculated as % Strongly Positive + % Positive and the measure '**Overall Negative %**', calculated as % Strongly Negative + % Negative.


Results at topic level are calculated based on the average of all questions within its topic. Where there is a comparison figure, results are calculated based on the available comparison figures from each question in this topic.


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

Traffic Light Scoring

Scores for the 2023 survey results are given a traffic light rating, based on the following.

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

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

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

 30% or more of respondents Overall Negative

Key Factors

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

Comparison to last time

This report compares the 2023 survey results with your 2022 Staff Engagement Survey results.