

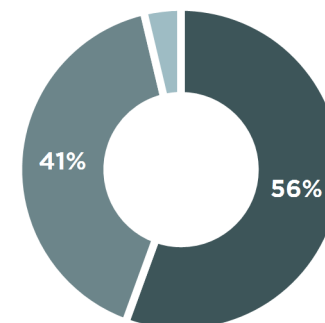
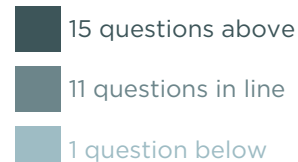
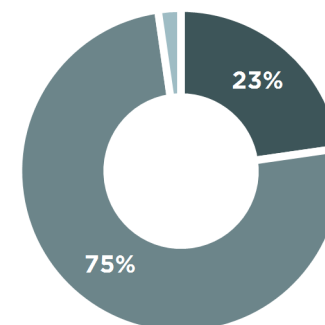
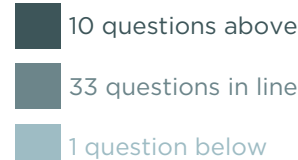
**YOUR
EMPLOYEE
ENGAGEMENT
SCORE:**

75%

VARIANCE from PARENT:

+2

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

**VARIANCE
FROM PREVIOUS
SURVEY**

**VARIANCE
FROM PARENT**

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

AND UNDERSTAND THE RESULTS IN THIS REPORT.

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

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

**3.
DEVELOP A PLAN OF
ACTION**

SEE THE SUGGESTED TEMPLATE AT THE BACK OF THIS REPORT.


**TOP 3
MOST IMPROVED QUESTIONS:**

 VARIANCE
FROM PREVIOUS
SURVEY

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

+27

I have the opportunity to discuss my development needs and performance regularly

+18

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

+15

**TOP 3
HIGHEST SCORING QUESTIONS:**

% POSITIVE

I have a choice in deciding how I do my work

93%

I am able to take ownership and responsibility across the duties of my role

91%

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

90%

KEY QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

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

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

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%
POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT

VARIANCE FROM ORGANISATION OVERALL

		% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT	VARIANCE FROM ORGANISATION OVERALL
1.	If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	62%	+1	+9	+8
2.	I believe that the work the University does is world class	89%	0	+2	+4
3.	I feel informed about what is happening in my area of the University	72%	-	0	+2

EMPLOYEE ENGAGEMENT



HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

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

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

YOUR EMPLOYEE ENGAGEMENT SCORE		75%			RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT	VARIANCE FROM ORGANISATION OVERALL
SAY	I am proud to work for the University of Cambridge	48	39	12	87%	+4	0	0	
	I would recommend the University as a great place to work	30	48	20	77%	-	+4	+5 ↑	
	I would recommend my area of the University as a great place to work	34	41	16	76%	+13 ↑	+3	+5 ↑	
STAY	I feel a strong sense of belonging to the University	24	37	27	10	61%	-	+1	+4

KEY

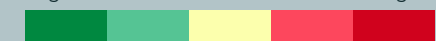


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

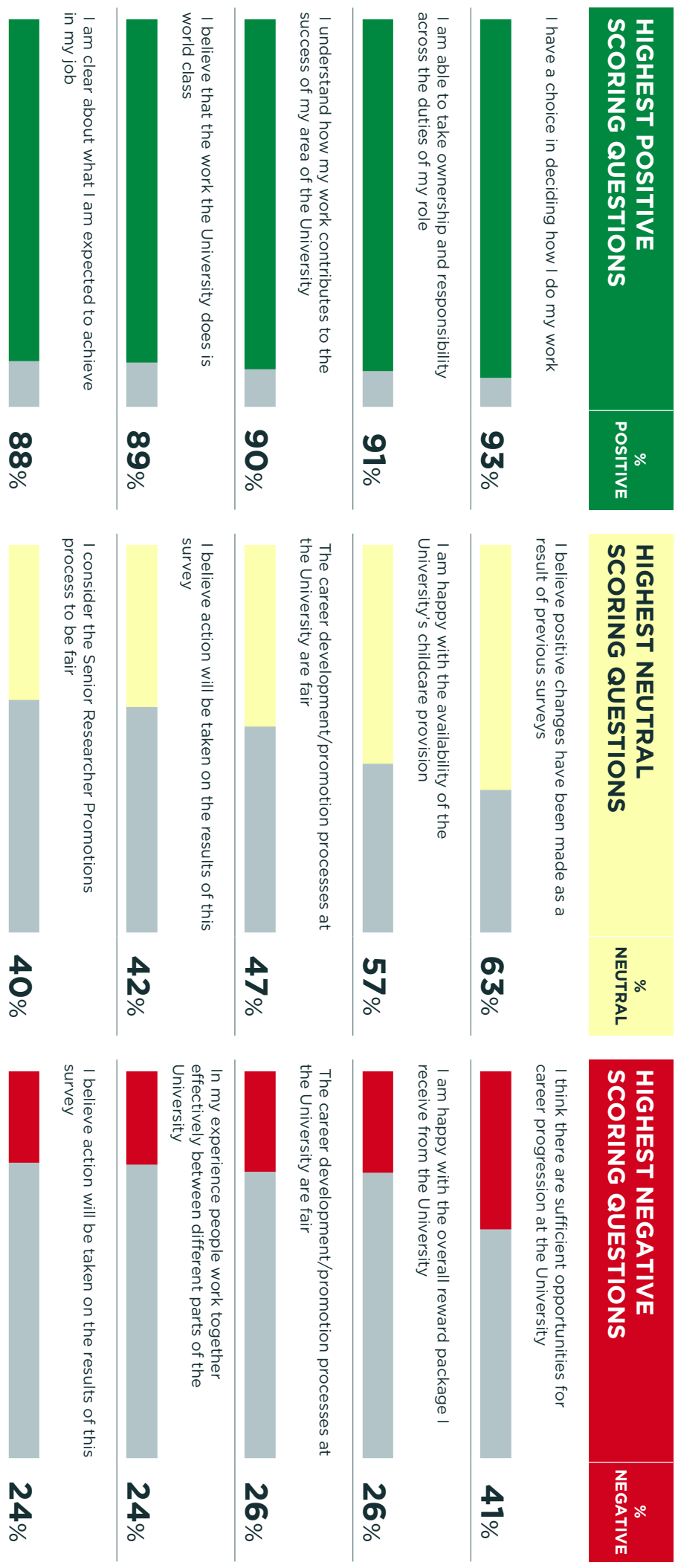


AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



HEADLINE SCORES



FIND YOUR HIGHEST SCORES

THESE QUESTIONS ARE YOUR HIGHEST SCORING.

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

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

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

TIPS & SUGGESTIONS

01. UNDERSTANDING YOUR REPORT AND GETTING TO ACTION!

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

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

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

ARE THERE ANY SCORES THAT ARE UNEXPECTED?

Identify areas that need improvement.

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

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

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

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

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

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

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

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

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

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

Is there room for improvement?

06.

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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

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

IS THERE ROOM FOR IMPROVEMENT?

YOUR JOB	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I am clear about what I am expected to achieve in my job	38	50			88%	+4	+2	+3
My job makes good use of my skills and abilities	41	45			86%	+6 ↑	+3	+7 ↑
I understand how my work contributes to the success of the University	35	49	12		84%	+10 ↑	+1	+3
I understand how my work contributes to the success of my area of the University	39	51	8		90%	+15 ↑	+1	+3
K I believe that the work the University does is world class	47	42	8		89%	0	+2	+4
I am satisfied with the recognition I receive	12	35	31	16	48%	+3	-4	-4
I feel valued in my current role	16	39	26	13	55%	-	-1	-3
I have access to sufficient support from within my area of the University	20	52	19	8	71%	0	+6 ↑	+8 ↑

KEY

K KEY DRIVER QUESTIONS

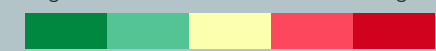


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

YOUR JOB

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I am able to take ownership and responsibility across the duties of my role	32	59	7		91%	+8	+4	+8
I have a choice in deciding how I do my work	44	48			93%	+4	+3	+10
I am able to contribute my views before changes are made that affect my job	17	44	27	9	61%	+13	+2	+2
In my experience people work together effectively between different parts of the University	39	30	18		46%	-	+9	+10
In my experience people work together effectively within my area of the University	12	48	23	14	60%	-	0	+1

KEY

K KEY DRIVER QUESTIONS

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- AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
When I joined the University, I was able to find out relevant information about how the University operates	20	55	20		75%	+47	+3	+7
My local induction gave me the information and knowledge I need to do my job effectively	25	55	11	7	80%	+38	+10	+10
My probation was well managed	24	53	17		77%	+27	+9	+9
I have the opportunity to discuss my development needs and performance regularly	16	49	19	11	65%	+18	+10	+2

KEY

K KEY DRIVER QUESTIONS

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



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I have had a Staff Review and Development meeting (SRD/appraisal) within the last two years

186

Yes		129	69%	+18	+9	0
No		57	31%	+4	-9	0

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I found my last SRD meeting (appraisal) useful	16	50	20	11	66%	-1	0	-3
I know where to find information about training and development	19	67	10	10	86%	+6	+3	+4
I am given opportunities for personal development outside my role (SPS local question)	16	44	21	13	60%	-	+5	+5

KEY

K KEY DRIVER QUESTIONS

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



ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I have received structured mentoring in relation to my career development

222

Yes		67	30%	-	+7	+5
No		155	70%	-	-7	-5

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS

1

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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION OVERALL

I think there are sufficient opportunities for career progression at the University



37%

+11

-2

+2

The career development/promotion processes at the University are fair



27%

-3

-3

-1

KEY

K KEY DRIVER QUESTIONS

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

Strongly agree Agree Neither Disagree Strongly disagree

ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am aware of the Senior Researcher Promotions process

73

Yes		25	34%	-	-1	+8
No		48	66%	-	+1	-8

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE



% POSITIVE

52%

VARIANCE FROM PREVIOUS SURVEY

-

VARIANCE FROM PARENT ORGANISATION

+10

VARIANCE FROM ORGANISATION OVERALL

+19

I consider the Senior Researcher Promotions process to be fair

KEY

K KEY DRIVER QUESTIONS

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



ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am aware of the Senior Academic Promotions process

106

Yes		46	43%	0	-14	-1
No		60	57%	0	+14	+1

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

YOUR DEVELOPMENT

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I consider the Senior Academic Promotions process to be fair



50%

- +4

+11

The University provides good redeployment support, i.e. CV support/mock interviews



62%

- +20

+28

KEY

K KEY DRIVER QUESTIONS

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



ALL QUESTIONS

1

LEADERSHIP AND LINE MANAGEMENT

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I believe senior colleagues in my area of the University manage their area well



55%

+8%

-3

-4

My immediate line manager/supervisor supports me in becoming more effective in my job



70%

-

+4

-1

My immediate line manager/supervisor is open to my ideas and suggestions



83%

-

+4

+4

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



47%

+10%

+1

+1

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IS THERE ROOM FOR IMPROVEMENT?

K KEY DRIVER QUESTIONS

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

Strongly agree

Agree

Neither

Disagree

Strongly disagree



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither

Disagree

Strongly disagree

ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am able to strike the right balance between my work and home life	14	46	22	12	61%	0	+3	-1
I am satisfied with the support and flexibility offered to help me balance my work and home life	24	43	24	9	67%	+27	+3	+2
I am supported in managing any stress experienced in my role, so as not to impact on my work or wellbeing	13	31	36	14	44%	-	+4	-1
I am aware of what support is available to me in terms of health and overall wellbeing	15	43	31	9	58%	-	-2	-6
I feel the University cares about my health and wellbeing	11	43	27	12	54%	+5	+8	+6

KEY

K KEY DRIVER QUESTIONS

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

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I have made a formal request to work flexibly

220

Yes

22

10%

+1

0

-1

No

198

90%

-1

0

+1

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

(I have made a formal request to work flexibly) | I am satisfied with the outcome



RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

86%

0

-3

+1

KEY

K KEY DRIVER QUESTIONS

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree
 Agree
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 Disagree
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ALL QUESTIONS



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

IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

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



21%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

-3

-3

K KEY DRIVER QUESTIONS

KEY

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



ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

WORK LIFE BALANCE

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am aware of the following schemes available to carers:

97

Returning Carers Scheme



67

69%

-

+1

+7

My Family Care



24

25%

-

0

-6

The Space Network



6

6%

-

-1

-2

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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

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

IS THERE ROOM FOR IMPROVEMENT?

PAY AND BENEFITS

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am clear about the benefits/reward initiatives available at the University, e.g. Cambens discounts, travel to work loans



66%

-

+7

+7

I am happy with the overall reward package I receive from the University



44%

-6

+2

+1

KEY

K KEY DRIVER QUESTIONS



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

Strongly agree

Agree

Neither

Disagree

Strongly disagree



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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

PAY AND BENEFITS

RANK

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

Pay		8.13
Annual leave		7.31
Pension		6.29
Employee discounts		4.58
Support with housing		4.19
Optional benefits		3.87
Pay awards		3.86
Childcare benefits		3.58

ALL QUESTIONS

F

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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I believe that individual differences (e.g. culture and background) are valued in the University	21	56	19		77%	-	+6 ↑	+5 ↑
I believe that individual differences (e.g. culture and background) are valued in my area of the University	22	57	16		79%	+5 ↑	+6 ↑	+4
I am treated with fairness and respect	30	53	14		83%	0	+3	+3
K If I have an issue with being treated fairly in the workplace, I am confident that the University will take appropriate action	19	43	24	9	62%	+1	+9 ↑	+8 ↑

KEY

K KEY DRIVER QUESTIONS

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

Strongly agree  Agree  Neither  Disagree  Strongly disagree 

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

I am aware of the procedures for reporting bullying, harassment and sexual misconduct

220

Yes

161

73%

-

-4

-3

No

59

27%

-

+4

+3

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

220

Yes

28

13%

-

-4

-4

No

192

87%

-

+4

+4

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

(In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:

46

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

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

(In the last 12 months I have witnessed what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:

46

I was worried the perpetrator would retaliate

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

I was worried about being called a trouble maker

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

I didn't want anyone to know/I felt embarrassed

0

0%

-

-1

-1

The victim did not want the matter to be reported

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

It wasn't serious enough to warrant a complaint The data for this question has been hidden for anonymity reasons.

Other

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

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

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

219

Yes



20

9%

-

-4

-2

No



199

91%

-

+4

+2

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

42

%

0

0%

-

-2

-3

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

(In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:

I did not know how to report it

I was worried that I wouldn't be believed

I believed that nothing would be done

I didn't want to get anyone into trouble

I couldn't prove the behaviour took place

I had concerns it would affect my career

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

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

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

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

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

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

↓ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION

VARIANCE FROM ORGANISATION OVERALL

(In the last 12 months I have personally experienced what I consider to be bullying behaviour, harassment or sexual misconduct) If you did not report the incident(s), please choose the reason(s) below:

42

I was worried the perpetrator would retaliate

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

I was worried about being called a trouble maker

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

I didn't want anyone to know/I felt embarrassed

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

I did not want the matter to be reported

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

It wasn't serious enough to warrant a complaint The data for this question has been hidden for anonymity reasons.

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

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

↓ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I feel informed about what is happening in the University	10	46	32	11	56%	+7	-1	-2
K I feel informed about what is happening in my area of the University	14	58	19	9	72%	-	0	+2
The communications I receive are relevant and clear	7	45	30	16	52%	-	-6	-9

KEY

K KEY DRIVER QUESTIONS

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



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM PARENT ORGANISATION OVERALL

How can the University's communications with you be improved?

510

Find new ways to provide feedback on issues affecting your work		62	12%	-	+1	-1
Improve distribution lists		57	11%	-	-1	0
Make it easier to find information on University and Departmental websites		122	24%	-	-1	+1
Provide more information via email on issues affecting your work		48	9%	-	0	-2
Provide more opportunities to network with peers		73	14%	-	+1	+1
Reduce the number of emails you receive on work-related matters		62	12%	-	0	+3
Run more open meetings and roadshows on key issues		54	11%	-	-1	0
Use social media more		24	5%	-	+1	-1
Other		8	2%	-	0	0

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS

1

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IS THERE ROOM FOR IMPROVEMENT?

PERCEPTIONS OF THE DEPARTMENT / SCHOOL / UNIVERSITY

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT ORGANISATION	VARIANCE FROM ORGANISATION OVERALL
I am proud to work for the University of Cambridge	48	39	12	87%	+4	0	0
I would recommend the University as a great place to work	30	48	20	77%	-	+4	+5
I would recommend my area of the University as a great place to work	34	41	16	76%	+13	+3	+5
I feel a strong sense of belonging to the University	24	37	27	61%	-	+1	+4
I believe positive changes have been made as a result of previous surveys	13	63	12	19%	-	+2	-2
I believe action will be taken on the results of this survey	30	42	15	35%	-1	0	-3

KEY

K KEY DRIVER QUESTIONS

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

Strongly agree  Agree  Neither  Disagree  Strongly disagree 

WHAT'S NEXT



WHAT'S NEXT?

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

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

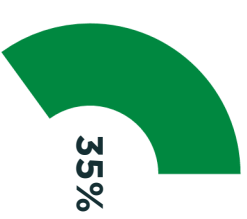
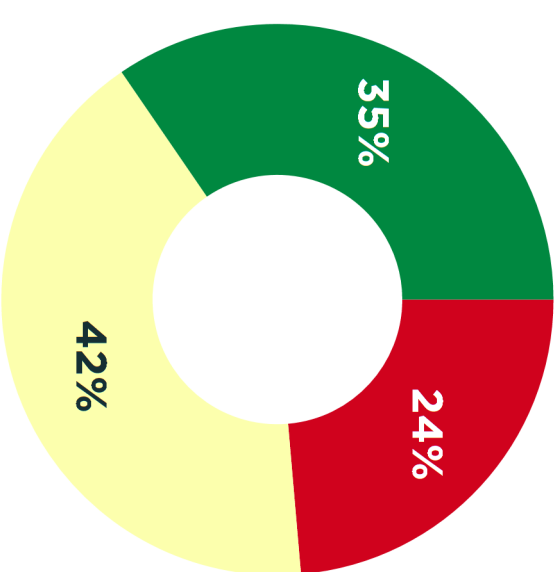
HOW WILL YOU MEASURE WHETHER YOUR ACTIONS HAVE BEEN SUCCESSFUL?

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

35%

of employees replied favourably to:

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



VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM PARENT
-1	0

PREVIOUS SURVEY

PARENT

% positive

% neutral

% negative

TIME TO TAKE ACTION



CELEBRATE

The things we do well:

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



INVESTIGATE FURTHER WITH OUR TEAMS

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

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



OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

- PRIORITISE 3 AREAS TO TAKE FORWARD

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

GUIDE TO THIS REPORT

% POSITIVE

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



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

ROUNDING

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

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

ANONYMITY

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

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SCHOOL OF THE PHYSICAL SCIENCES