



# London South Bank University

## Employee Engagement Survey 2011 – High Level Results

**Facilitated by:  
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**18<sup>th</sup> of January 2012**

## General Information about the Survey

- Survey administered from October 31st to December 5th.
- 08 core organisational / demographic questions / 83 core opinion items
- 01 open question (*“In your opinion, what are the one or two key things that need to be done in order to improve London South Bank University as a place to work?”*)

<b>Employee Response Rates</b>	<b>Returned</b>	<b>Headcounts</b>	<b>Response Rates</b>
The Faculty of AHS	123	323	38%
The Faculty of BUS	133	272	49%
The Faculty of ESBE	146	316	46%
The Faculty of HSC	160	332	48%
Other Administrative Services and Support Departments	551	568	97%
<b>Total LSBU 2011</b>	<b>1,121</b>	<b>1,810</b>	<b>62% (72%)</b>
<b>Total LSBU 2009</b>	<b>1,059</b>	<b>1,544</b>	<b>69%</b>

## Number of Survey Responses by Job Level (Academic)

<b>Job Level</b>	<b>#</b>	<b>%</b>
<b>Academic Overall</b>	<b>562</b>	<b>100%</b>
<b>Full-time</b>	<b>413</b>	<b>73%</b>
<b>Part-time</b>	<b>149</b>	<b>36%</b>
<b>Technician</b>	<b>16</b>	<b>3%</b>
<b>Researcher</b>	<b>34</b>	<b>6%</b>
<b>Sessional Lecturer</b>	<b>46</b>	<b>8%</b>
<b>Lecturer, Senior Lecturer</b>	<b>297</b>	<b>54%</b>
<b>Lecturer, Senior Lecturer with Line management responsibility</b>	<b>22</b>	<b>4%</b>
<b>Principal Lecturer / Reader</b>	<b>58</b>	<b>11%</b>
<b>Principal Lecturer / Reader with Line management responsibility</b>	<b>27</b>	<b>5%</b>
<b>Professor</b>	<b>29</b>	<b>5%</b>
<b>Pro-Dean, Deputy Dean, Head of Academic Department</b>	<b>19</b>	<b>3%</b>

# Overview of High Level Results

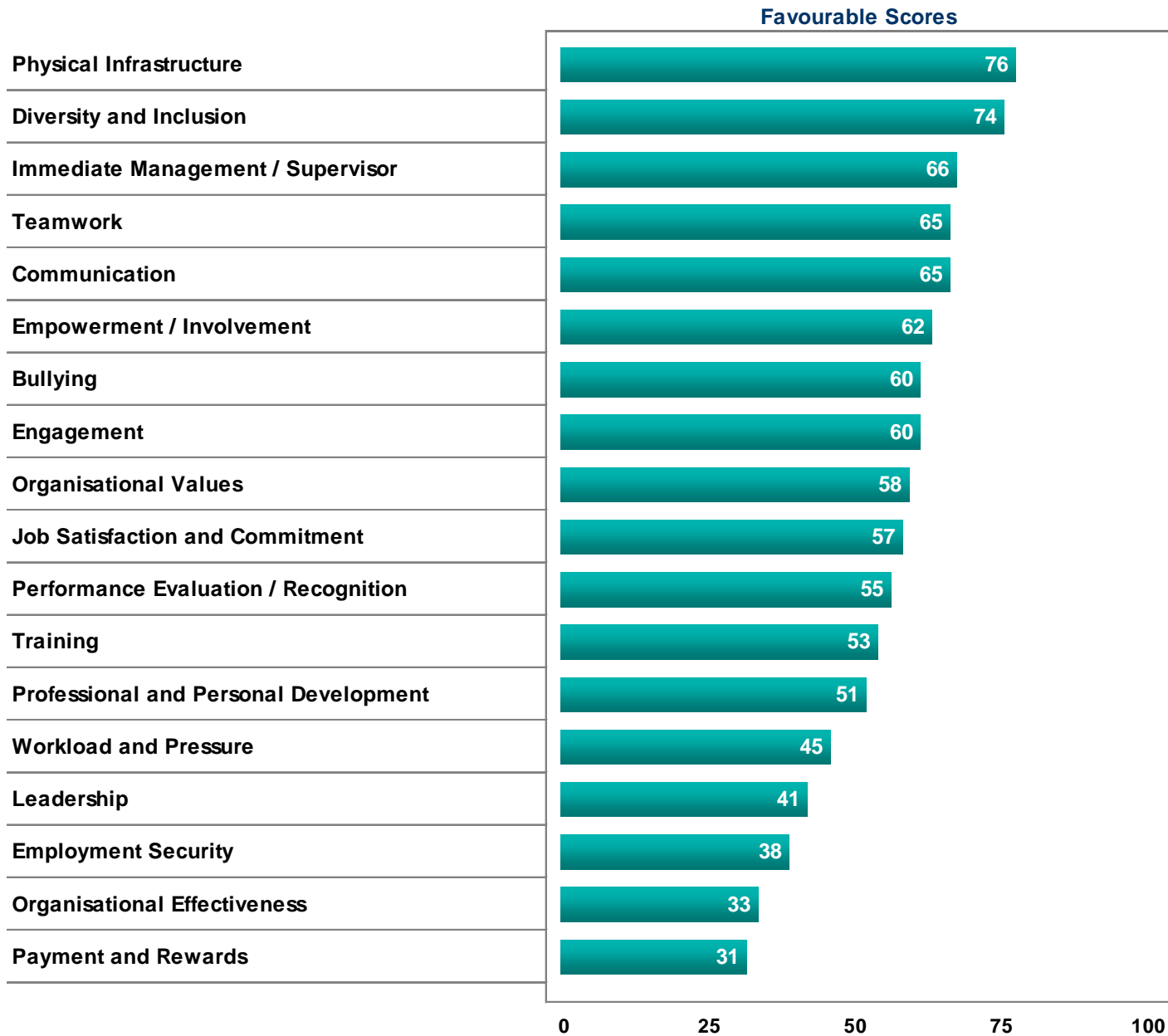
## Historical Comparison

- Noticeable decline since 2009, especially in the areas of pay, employment security and career development.
- Some improvement in Performance Evaluation & Recognition.

## Comparison to UK Norm

- When compared to other organisations in the UK, LSBU scores below norm in all survey categories, especially in the areas of organisational values, teamwork and payment & rewards.
- Least negative scores: Physical Infrastructure, Performance Evaluation & Recognition, Workload & Pressure

# Primary Group Scores including all survey questions (No comparison to norms)



# Historical Comparison: Noticeable decline since 2009, especially in the areas of pay, employment security and career development. Some improvement in Performance Evaluation / Recognition

vs. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

Ranked By Difference From Benchmark

Favourable Scores

Differences From Benchmark



# Comparison to UK Norm: When compared to other organisations in the UK, LSBU scores below norm in all survey categories, especially in the areas of organisational values, teamwork and payment & rewards

vs. UK NATIONAL NORM 2011 (N=157,996)

Ranked By Difference From Benchmark

Favourable Scores

Differences From Benchmark



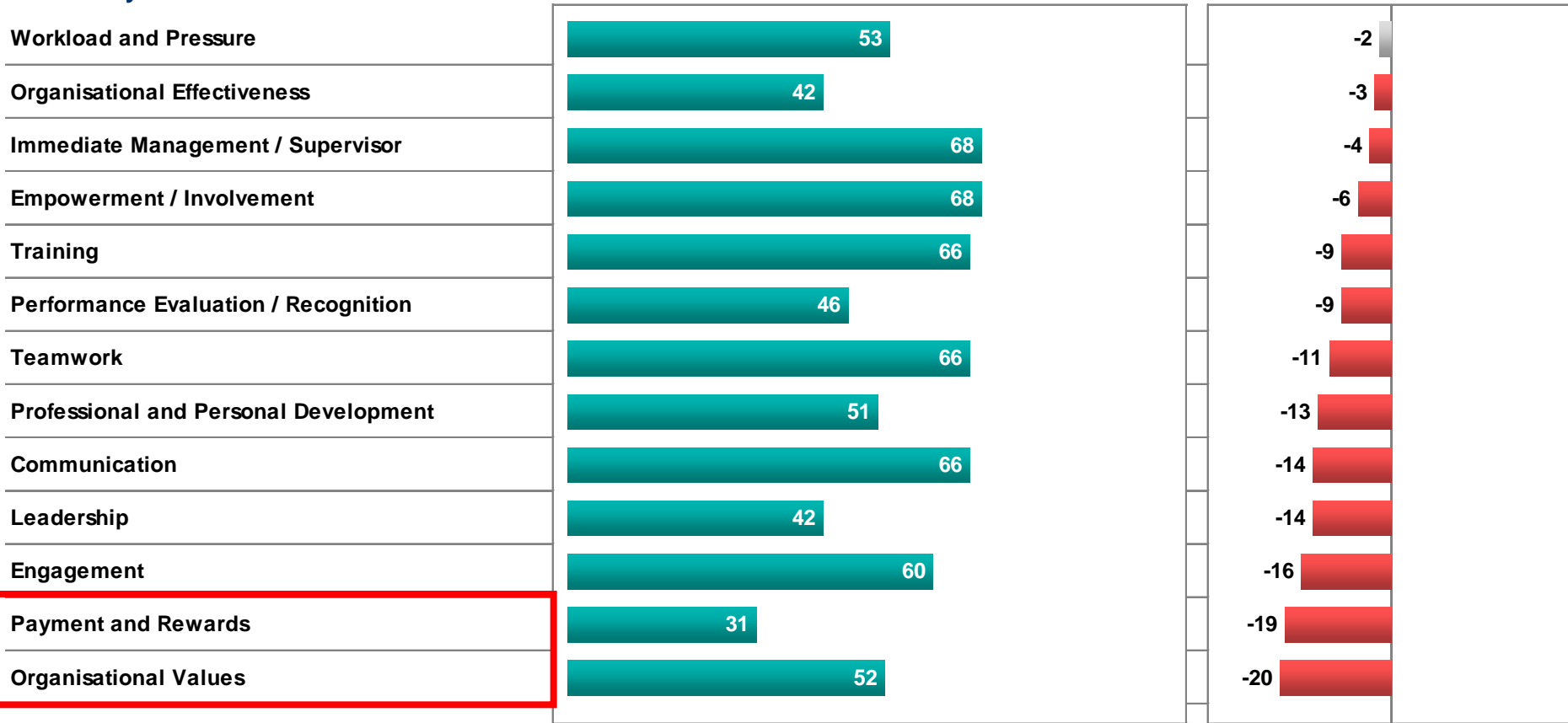
# Comparison to Global Education Norm: When compared to other HEIs around the world, LSBU scores below norm in all survey categories, especially in the areas of organisational values and payment & rewards

vs. GLOBAL EDUCATION 2011 (N=31,851)

Ranked By Difference From Benchmark

Favourable Scores

Differences From Benchmark





# Survey Results by Employee Groups

- Work Location: In general Havering Campus is more positive than Southwark Campus with the exception of those areas linked to employment security, leadership, and Inclusion.
- Type of Work: Academic members of staff are generally less positive than their administrative counterpart, especially in the areas of organisational effectiveness and payment and rewards.
- Academic Department / Administrative Service:
  - More positive survey results: Psychology / Children's Nursing / Health & Social Care / Academy of Sport / Human Resources / Residences & Catering Services / Student Services.
  - Less positive survey results: Arts & Media / Culture, Arts & Performance / Social Sciences / Information / Management / Applied Sciences / Built Environment / Arts & Human Sciences / Faculty of Business.
- Job Function: Senior leaders, faculty managers and manual staff show positive survey results, the opposite happens with LSBU's academic staff (lecturers).
- Work Contract: Part-time employees show more positive opinions than full-time employees in almost all categories.
- Ethnic Background: Black employees show the lowest scores in the Diversity & Inclusion survey category.

## Type of Work: Academic members of staff are generally less positive than their administrative counterpart, especially in the areas of organisational effectiveness and payment and rewards

### By Academic Department or Administrative Service - Part 1

A. LSBU OVERALL 2011 (N=1,121)

B. ACADEMIC DEPARTMENT 2011 (N=562)

C. PROFESSIONAL AND ADMIN SERVICE: FACULTY OR SUPPORT DEPARTMENT 2011 (N=551)

Values displayed are based on Total Favourable

Coloured Cells indicate a statistically significant difference

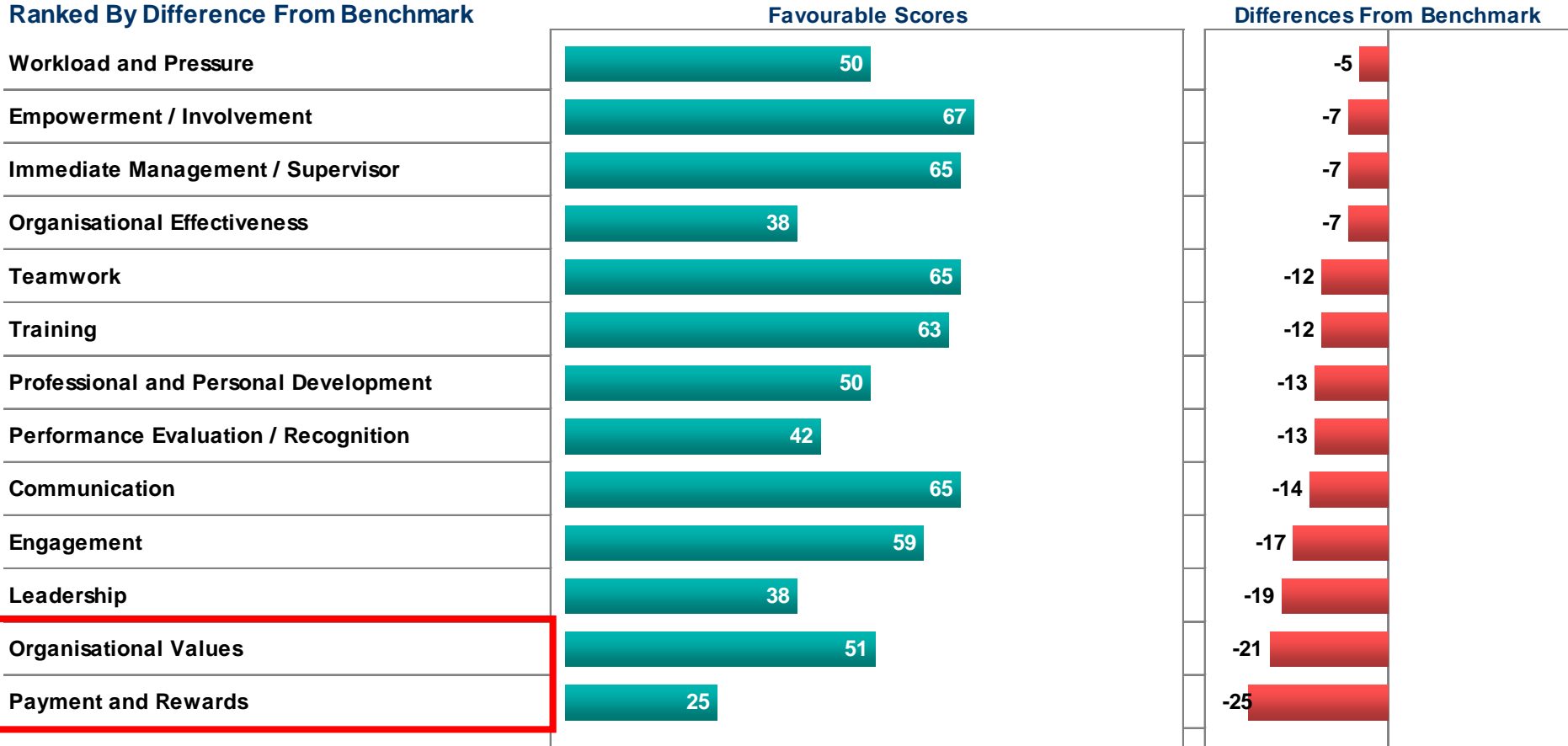
#	Category	A	B	C
1	Leadership	41	-4	4
2	Immediate Management / Supervisor	66	-3	3
3	Organisational Effectiveness	33	-5	5
4	Teamwork	65	-2	3
5	Communication	65	-1	1
6	Organisational Values	58	-1	1
7	Diversity and Inclusion	74	-1	2
8	Bullying	60	-2	2
9	Professional and Personal Development	51	0	1
10	Training	53	-2	2
11	Physical Infrastructure	76	-4	4
12	Empowerment / Involvement	62	-1	1
13	Workload and Pressure	45	-3	4
14	Employment Security	38	4	-4
15	Payment and Rewards	31	-6	6
16	Performance Evaluation / Recognition	55	-4	4
17	Job Satisfaction and Commitment	57	0	0
18	Sustainable Engagement	57	-2	2



# Comparison to Global Education Norm: When comparing LSBU's academic departments to other HEIs around the world, LSBU scores below norm in all survey categories, especially in the areas of organisational values and payment & rewards

**ACADEMIC DEPARTMENT 2011 (N=562)  
vs. GLOBAL EDUCATION 2011 (N=31,851)**

**Ranked By Difference From Benchmark**



## Main Academic Faculties: Mixed results, in general BUS and ESBE show the less positive results, especially in the area of Leadership

### By Academic Department or Administrative Service - Part 2

A. LSBU OVERALL 2011 (N=1,121)

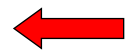
B. THE FACULTY OF AHS 2011 (N=123)

C. THE FACULTY OF BUS 2011 (N=133)

D. THE FACULTY OF ESBE 2011 (N=146)

E. THE FACULTY OF HSC 2011 (N=160)

Values displayed are based on Total Favourable		Coloured Cells indicate a statistically significant difference				
#	Category	A	B	C	D	E
1	Leadership	41	1	-12	-10	4
2	Immediate Management / Supervisor	66	0	1	-6	-4
3	Organisational Effectiveness	33	-7	-3	-5	-5
4	Teamwork	65	-3	-3	-8	5
5	Communication	65	1	-6	-2	3
6	Organisational Values	58	-5	-2	1	2
7	Diversity and Inclusion	74	2	-3	-3	-1
8	Bullying	60	-5	2	-3	-3
9	Professional and Personal Development	51	-4	1	-3	4
10	Training	53	-5	4	-5	-1
11	Physical Infrastructure	76	-4	-1	-8	-2
12	Empowerment / Involvement	62	1	-2	-3	-1
13	Workload and Pressure	45	-4	-1	-3	-4
14	Employment Security	38	9	1	4	3
15	Payment and Rewards	31	-9	-13	0	-3
16	Performance Evaluation / Recognition	55	-9	-3	-10	5
17	Job Satisfaction and Commitment	57	-2	-3	-6	9
18	Sustainable Engagement	57	-5	1	-1	-2



# Job Function: Faculty managers and manual staff show positive results, the opposite happens with LSBU's academic staff (lecturers)

## By Job function - Part 1

A. LSBU OVERALL 2011 (N=1,121)

B. MANUAL STAFF 2011 (N=32)

C. ADMINISTRATOR/OTHER SUPPORT FUNCTION 2011 (N=356)

D. TECHNICIAN 2011 (N=55)

E. SUPPORT DEPT MANAGER, HEAD OF SUPPORT DEPT, FACULTY MANAGER 2011 (N=97)

F. SESSIONAL LECTURER 2011 (N=53)

G. LECTURER, SENIOR LECTURER 2011 (N=303)

H. LECTURER, SENIOR LECTURER WITH LINE MANAGEMENT RESPONSIBILITY 2011 (N=23)

Values displayed are based on Total Favourable		Coloured Cells indicate a statistically significant difference							
#	Category	A	B	C	D	E	F	G	H
1	Leadership	41	9	-1	-11	21	-6	-6	-6
2	Immediate Management / Supervisor	66	1	2	-3	8	10	-8	-11
3	Organisational Effectiveness	33	9	2	9	9	-3	-6	-1
4	Teamwork	65	-4	1	-1	8	-3	-4	-2
5	Communication	65	2	-1	2	6	4	-2	-10
6	Organisational Values	58	4	-1	5	6	5	-1	-6
7	Diversity and Inclusion	74	-5	1	-8	9	0	-4	-12
8	Bullying	60	17	-2	5	11	1	-5	-14
9	Professional and Personal Development	51	2	-3	-10	16	1	-3	-9
10	Training	53	8	0	-7	8	-3	-3	-4
11	Physical Infrastructure	76	0	1	10	12	1	-6	-9
12	Empowerment / Involvement	62	5	-3	-2	15	6	-4	-8
13	Workload and Pressure	45	-6	1	3	11	6	-4	-11
14	Employment Security	38	-4	-7	-10	12	6	0	-7
15	Payment and Rewards	31	17	2	8	15	0	-9	-11
16	Performance Evaluation / Recognition	55	5	1	-6	17	-11	-6	-10
17	Job Satisfaction and Commitment	57	3	-3	-2	13	6	-2	-7
18	Sustainable Engagement	57	5	-2	2	13	1	-2	-11

# Job Function: LSBU's senior leadership shows the most positive results, the opposite happens with LSBU's academic staff (lecturers)

## By Job function - Part 2

A. LSBU OVERALL 2011 (N=1,121)

B. PRINCIPAL LECTURER/READER 2011 (N=59)

C. PRINCIPAL LECTURER/READER WITH LINE MANAGEMENT RESPONSIBILITY 2011 (N=28)

D. PROFESSOR 2011 (N=29)

E. PRO-DEAN, DEPUTY DEAN, HEAD OF ACADEMIC DEPARTMENT 2011 (N=25)

F. RESEARCHER 2011 (N=37)

		Values displayed are based on Total Favourable			Coloured Cells indicate a statistically significant difference		
#	Category	A	B	C	D	E	F
1	Leadership	41	-12	-5	9	42	-5
2	Immediate Management / Supervisor	66	-7	5	6	25	6
3	Organisational Effectiveness	33	-8	-1	-1	6	-8
4	Teamwork	65	-4	-2	2	24	-6
5	Communication	65	-7	-2	6	12	-2
6	Organisational Values	58	-9	-3	7	10	-10
7	Diversity and Inclusion	74	3	1	2	19	-6
8	Bullying	60	-8	2	1	26	-2
9	Professional and Personal Development	51	-7	1	10	29	1
10	Training	53	0	7	3	23	-10
11	Physical Infrastructure	76	-5	-3	3	2	0
12	Empowerment / Involvement	62	-7	-2	9	22	2
13	Workload and Pressure	45	-9	-8	-3	4	5
14	Employment Security	38	6	11	6	16	7
15	Payment and Rewards	31	-15	-7	-2	17	7
16	Performance Evaluation / Recognition	55	-4	0	6	22	1
17	Job Satisfaction and Commitment	57	-7	-7	1	29	-2
18	Sustainable Engagement	57	-5	-3	7	8	-9

## Work Contract: Part-time employees show more positive opinions than full-time employees in almost all categories

### By Working hours

A. LSBU OVERALL 2011 (N=1,121)

B. FULL-TIME 2011 (N=902)

C. PART-TIME 2011 (N=219)

Values displayed are based on Total Favourable

Coloured Cells indicate a statistically significant difference

#	Category	A	B	C
1	Leadership	41	0	1
2	Immediate Management / Supervisor	66	-1	5
3	Organisational Effectiveness	33	0	0
4	Teamwork	65	-1	4
5	Communication	65	-1	5
6	Organisational Values	58	-1	6
7	Diversity and Inclusion	74	-1	3
8	Bullying	60	-1	3
9	Professional and Personal Development	51	-1	5
10	Training	53	0	1
11	Physical Infrastructure	76	-1	3
12	Empowerment / Involvement	62	-1	6
13	Workload and Pressure	45	-1	6
14	Employment Security	38	-2	8
15	Payment and Rewards	31	-1	3
16	Performance Evaluation / Recognition	55	0	2
17	Job Satisfaction and Commitment	57	-2	10
18	Sustainable Engagement	57	-1	2

## Tenure: Newcomers show the most positive results

### By Tenure

A. LSBU OVERALL 2011 (N=1,121)

B. LESS THAN 1 YR OF SVC 2011 (N=119)

C. MORE THAN 1 YR, LESS THAN 3 YRS OF SVC 2011 (N=177)

D. MORE THAN 3 YRS, LESS THAN 5 YRS OF SVC 2011 (N=141)

E. MORE THAN 5 YRS, LESS THAN 10 YRS OF SVC 2011 (N=285)

F. MORE THAN 10 YRS, LESS THAN 15 YRS OF SVC 2011 (N=136)

G. MORE THAN 15 YRS OF SVC 2011 (N=262)

		Values displayed are based on Total Favourable			Coloured Cells indicate a statistically significant difference				
#	Category	A	B	C	D	E	F	G	
1	Leadership	41	22	5	-3	-2	-5	-6	
2	Immediate Management / Supervisor	66	15	7	-2	-6	-6	-1	
3	Organisational Effectiveness	33	8	0	-2	-1	-2	0	
4	Teamwork	65	10	0	-3	-3	-1	1	
5	Communication	65	12	1	-3	-1	-5	-1	
6	Organisational Values	58	13	1	-2	-2	-1	-2	
7	Diversity and Inclusion	74	8	7	-2	-2	-6	-2	
8	Bullying	60	9	2	-3	-4	-6	4	
9	Professional and Personal Development	51	15	4	-2	-5	-6	0	
10	Training	53	0	2	-6	-1	-3	4	
11	Physical Infrastructure	76	10	-3	-5	0	-2	1	
12	Empowerment / Involvement	62	16	4	-6	-2	-6	-1	
13	Workload and Pressure	45	16	1	-4	-1	-6	-2	
14	Employment Security	38	13	10	-4	-4	-8	-1	
15	Payment and Rewards	31	14	-2	3	0	-5	-3	
16	Performance Evaluation / Recognition	55	-4	7	-2	-1	1	0	
17	Job Satisfaction and Commitment	57	21	2	-4	-6	-4	0	
18	Sustainable Engagement	57	12	1	-3	-2	-2	-1	



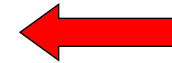
# Ethnic Background: Employees of black and Chinese background show the lowest scores in the survey category linked to Diversity & Inclusion

## By Ethnic Background - Part 1

- A. LSBU OVERALL 2011 (N=1,121)
- B. WHITE BRITISH 2011 (N=667)
- C. WHITE IRISH 2011 (N=28)
- D. OTHER WHITE BACKGROUND 2011 (N=97)

- E. BLACK OR BLACK BRITISH CARIBBEAN 2011 (N=57)
- F. BLACK OR BLACK BRITISH AFRICAN 2011 (N=47)
- G. CHINESE 2011 (N=21)

		Values displayed are based on Total Favourable				Coloured Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	
1	Leadership	41	2	2	-2	-4	11	7	
2	Immediate Management / Supervisor	66	4	-2	-2	-9	6	12	
3	Organisational Effectiveness	33	-1	1	-3	4	10	8	
4	Teamwork	65	2	-3	-3	-2	2	-5	
5	Communication	65	1	-6	-3	1	7	8	
6	Organisational Values	58	1	-2	-2	-5	10	4	
7	Diversity and Inclusion	74	7	-2	0	-19	-15	-11	
8	Bullying	60	3	0	-3	-8	7	-6	
9	Professional and Personal Development	51	3	7	-6	-4	6	9	
10	Training	53	2	10	-5	-6	9	4	
11	Physical Infrastructure	76	1	-3	-6	6	8	-3	
12	Empowerment / Involvement	62	2	1	-2	-2	3	3	
13	Workload and Pressure	45	2	2	-4	-2	4	3	
14	Employment Security	38	2	11	2	-6	-5	1	
15	Payment and Rewards	31	1	-11	-1	-3	9	4	
16	Performance Evaluation / Recognition	55	2	-3	-2	-3	11	6	
17	Job Satisfaction and Commitment	57	4	4	-4	-6	7	-12	
18	Sustainable Engagement	57	1	-1	-2	3	7	-10	



# Ethnic Background: Asian employees tend to offer more positive opinions, however, they seem not to agree with the current training provision in the University

## By Ethnic Background - Part 2

A. LSBU OVERALL 2011 (N=1,121)

B. ASIAN OR ASIAN BRITISH INDIAN 2011 (N=36)

C. OTHER ASIAN BACKGROUND 2011 (N=23)

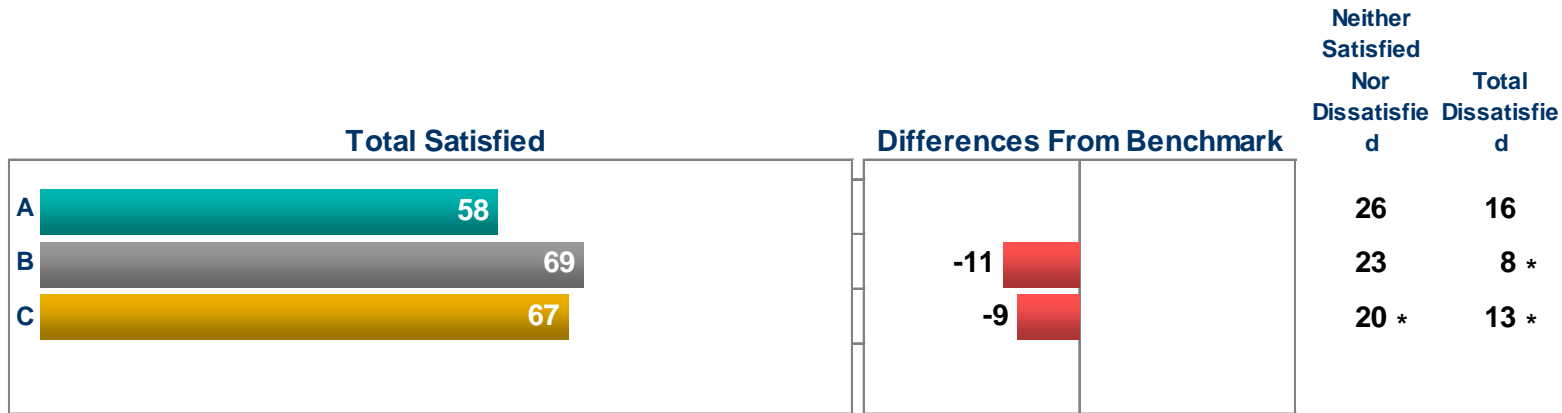
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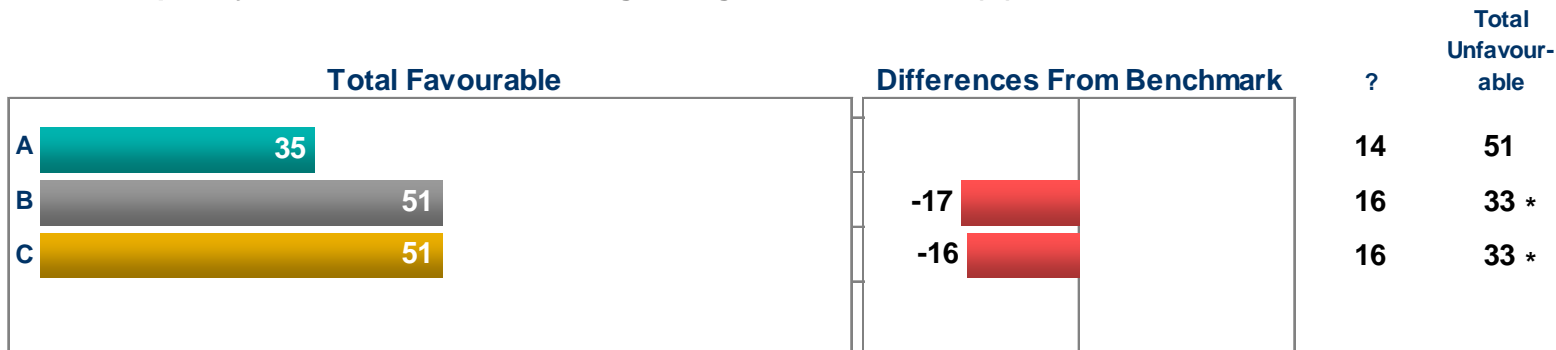
#	Category	A	B	C
1	Leadership	41	2	9
2	Immediate Management / Supervisor	66	0	-1
3	Organisational Effectiveness	33	8	8
4	Teamwork	65	8	-1
5	Communication	65	10	2
6	Organisational Values	58	12	-3
7	Diversity and Inclusion	74	0	-3
8	Bullying	60	6	3
9	Professional and Personal Development	51	-2	1
10	Training	53	-2	-12
11	Physical Infrastructure	76	5	2
12	Empowerment / Involvement	62	6	5
13	Workload and Pressure	45	4	0
14	Employment Security	38	-6	-6
15	Payment and Rewards	31	6	12
16	Performance Evaluation / Recognition	55	-4	1
17	Job Satisfaction and Commitment	57	1	-2
18	Sustainable Engagement	57	9	6

# Satisfaction: The uncertainty of job security could be affecting the levels of employee satisfaction within LSBU as an employer

70. Taking everything into account, how satisfied are you with LSBU as an employer?



54b. I am frequently worried about the following: Being made redundant (N)



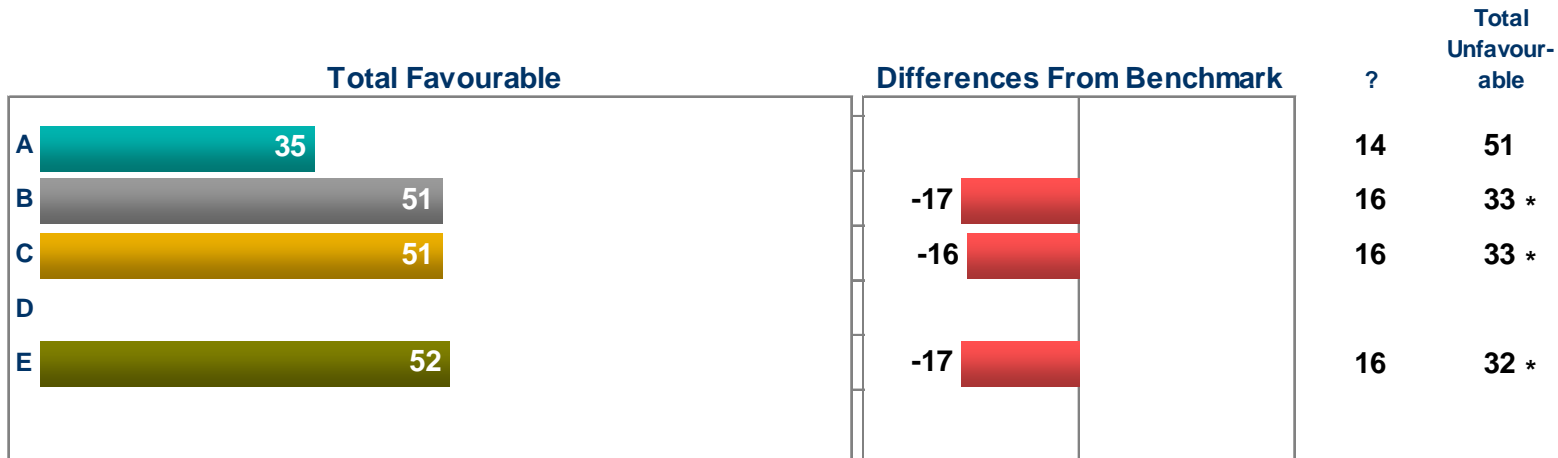
A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

C. UK NATIONAL NORM 2011 (N=157,996)

## Job Security (LSBU Overall): Perceptions of job security is lower than those of employees in the UK public and private sectors. Also, people are more worried about being made redundant than in 2009

54b. I am frequently worried about the following: Being made redundant (N)



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B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

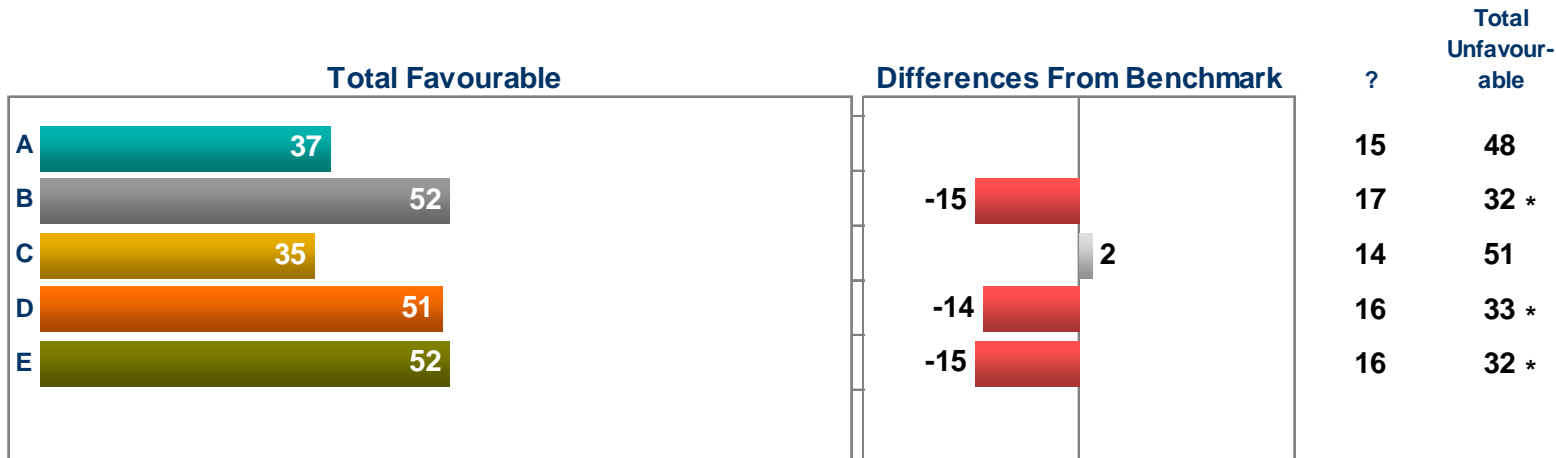
C. UK NATIONAL NORM 2011 (N=157,996)

D. GLOBAL EDUCATION 2011 (N=31,851)

E. UK PUBLIC SECTOR 2011 (N=61,027)

# Job Security (Academics): Perceptions of job security among academic staff is lower than those of employees in the UK public and private sectors. Also, there is a noticeable decline since 2009

54b. I am frequently worried about the following: Being made redundant (N)

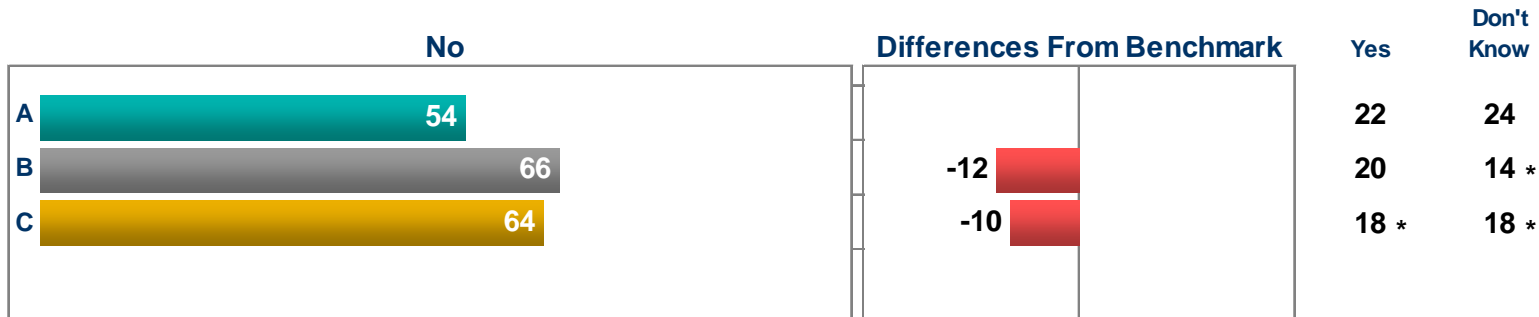


■ A. ACADEMIC DEPARTMENT 2011 (N=562)  
■ B. ACADEMIC DEPARTMENT 2009 (N=537)  
■ C. LSBU OVERALL 2011 (N=1,121)

■ D. UK NATIONAL NORM 2011 (N=157,996)  
■ E. UK PUBLIC SECTOR 2011 (N=61,027)

# Intention to Stay in LSBU: Noticeable decline since 2009 and also below the UK average

69. At the present time, are you seriously considering leaving LSBU?

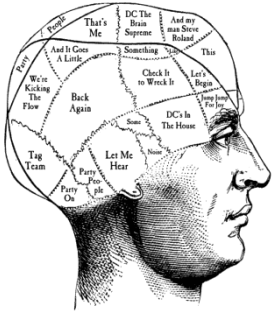


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C. UK NATIONAL NORM 2011 (N=157,996)

# The sum of these three elements is what we use to measure employee engagement



The “**head**” refers to the rational part of the engagement equation, how employees connect with their company’s goals and values.



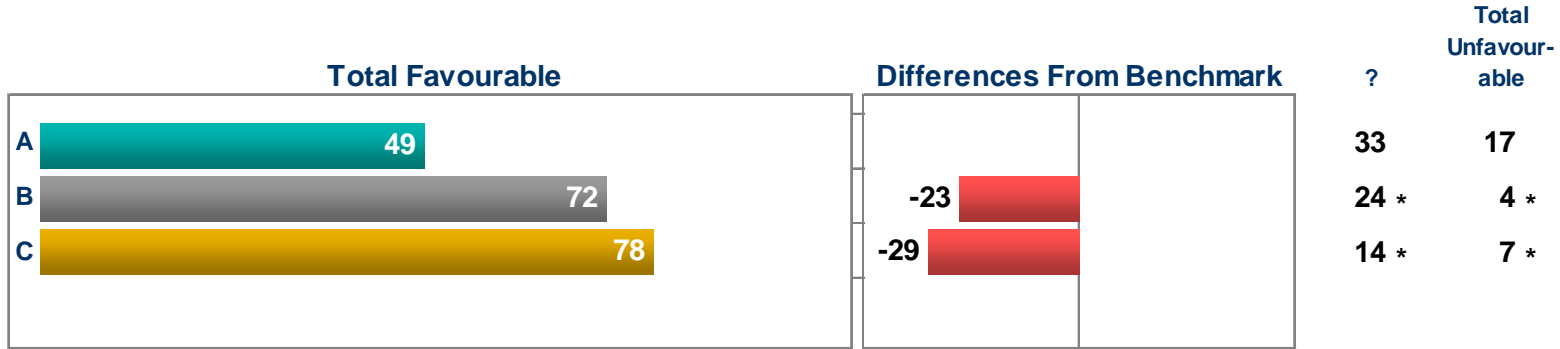
The “**heart**” is the emotional connection between employee and employer, such as the employee’s pride in the organization.



The “**hands**” refer to the employee’s willingness to put in a great deal of extra effort to help the company succeed.

# HEAD: People do not believe in LSBU's current strategy

59. I believe strongly in LSBU's Corporate Plan.



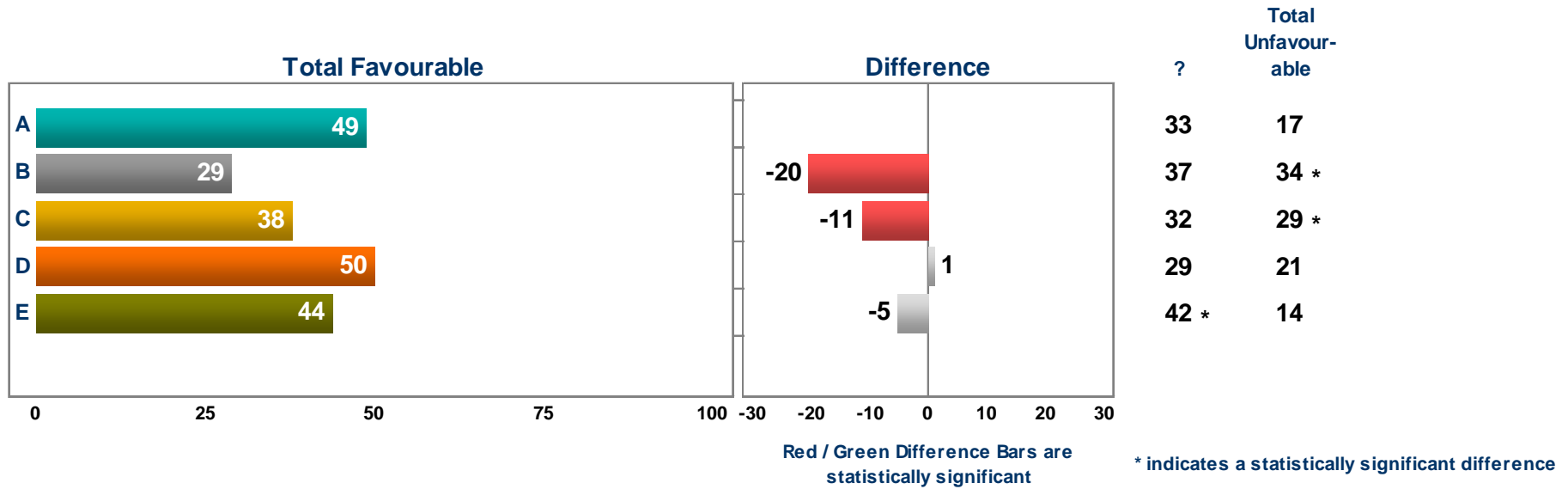
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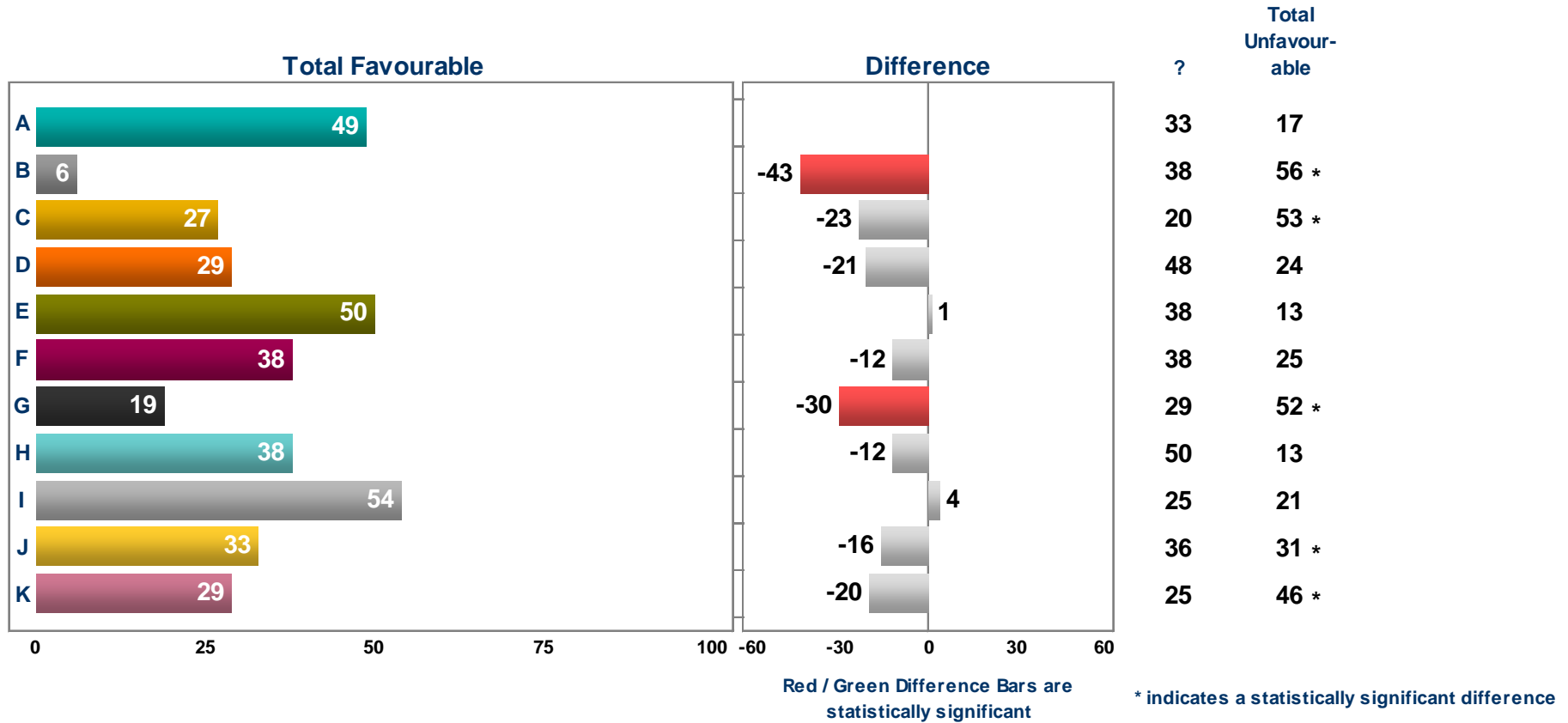


59. I believe strongly in LSBU's Corporate Plan.



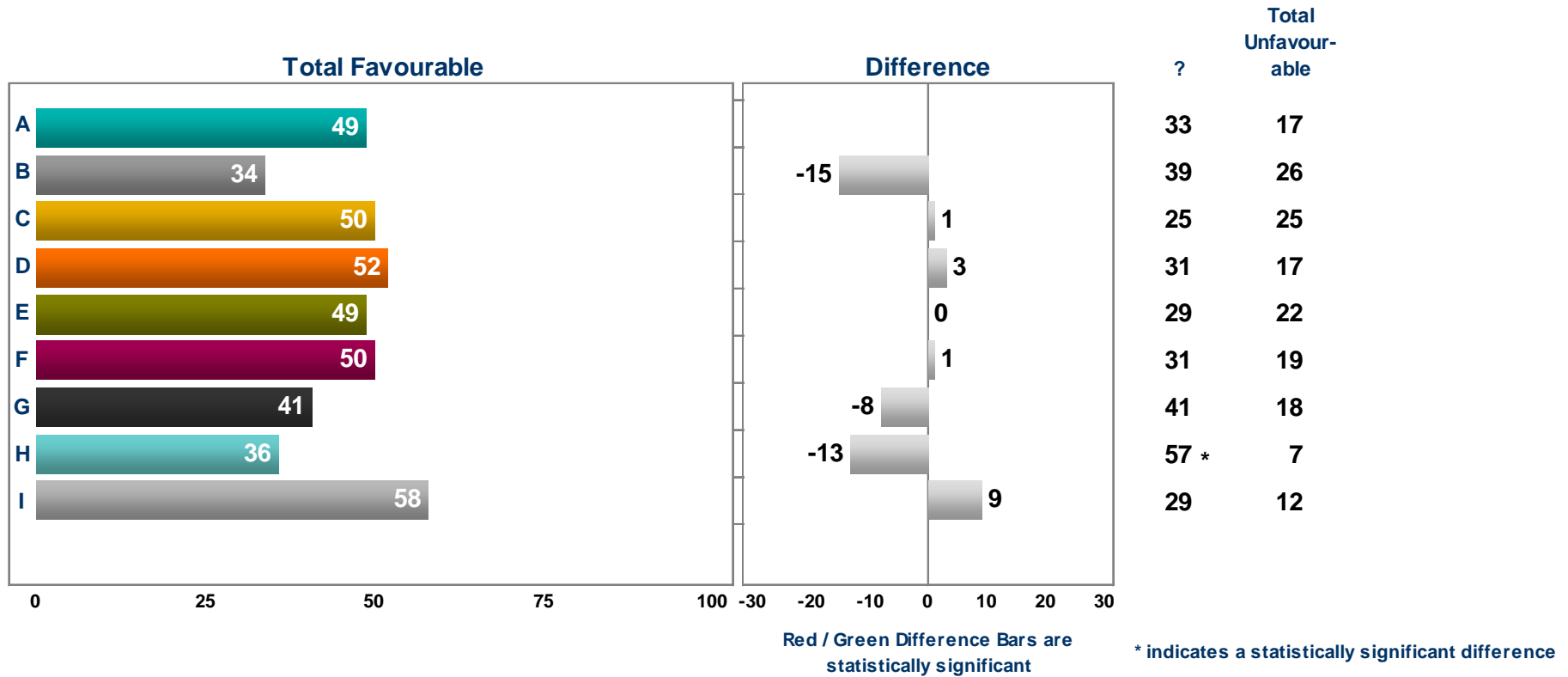
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- B. THE FACULTY OF AHS 2011 (N=123)
- C. THE FACULTY OF BUS 2011 (N=133)
- D. THE FACULTY OF ESBE 2011 (N=146)
- E. THE FACULTY OF HSC 2011 (N=160)

### 59. I believe strongly in LSBU's Corporate Plan.



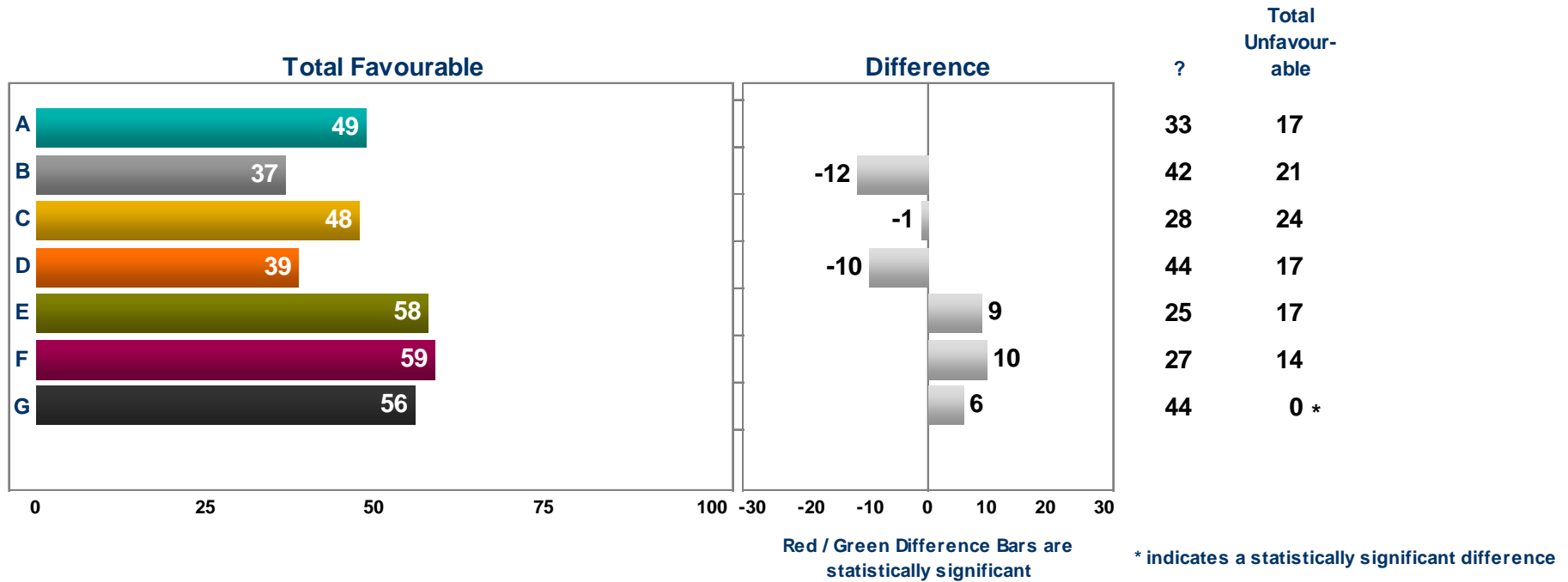
- A. LSBU OVERALL 2011 (N=1,121)
- B. AHS: ARTS AND MEDIA 2011 (N=16)
- C. AHS: CULTURE, WRITING AND PERFORMANCE 2011 (N=15)
- D. AHS: EDUCATION 2011 (N=22)
- E. AHS: LAW 2011 (N=17)
- F. AHS: PSYCHOLOGY 2011 (N=16)
- G. AHS: SOCIAL SCIENCES 2011 (N=21)
- H. AHS: URBAN, ENVIRONMENT AND LEISURE STUDIES 2011 (N=16)
- I. BUS: ACCOUNTING AND FINANCE 2011 (N=28)
- J. BUS: BUSINESS STUDIES 2011 (N=39)
- K. BUS: INFORMATICS 2011 (N=24)

59. I believe strongly in LSBU's Corporate Plan.



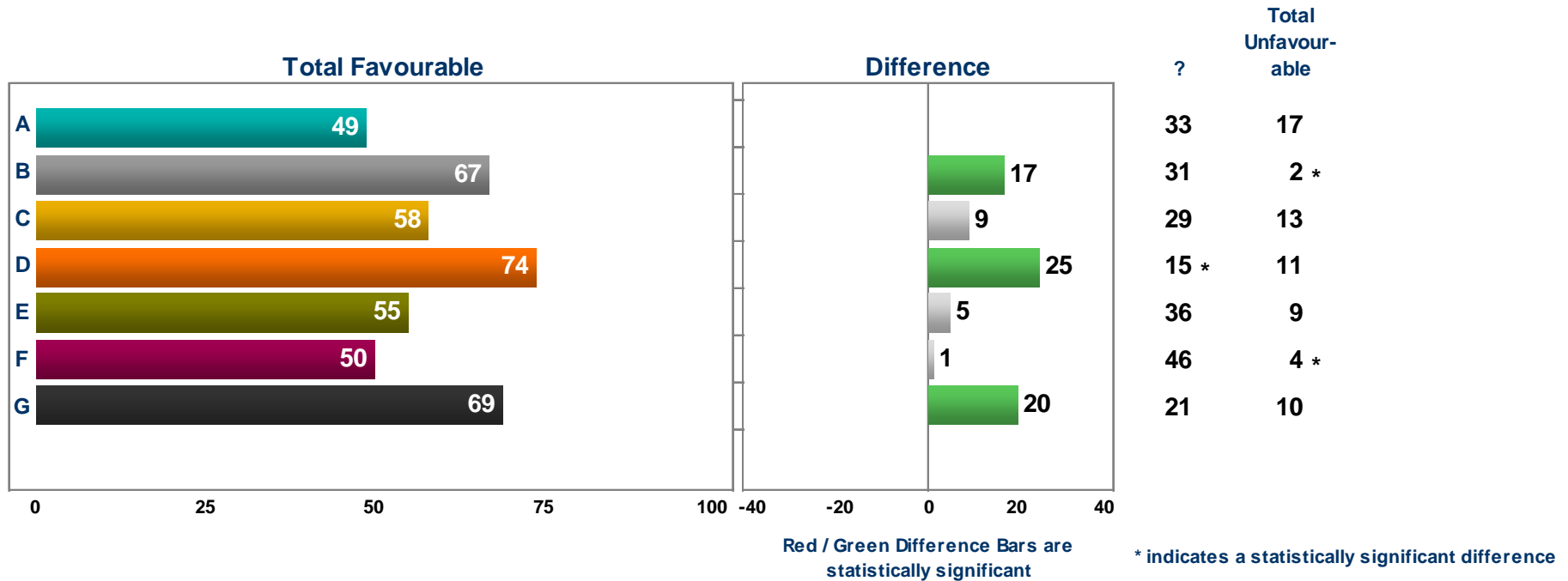
- A. LSBU OVERALL 2011 (N=1,121)
- B. BUS: MANAGEMENT 2011 (N=38)
- C. ESBE: APPLIED SCIENCE 2011 (N=40)
- D. ESBE: BUILT ENVIRONMENT 2011 (N=29)
- E. ESBE: ENGINEERING AND DESIGN 2011 (N=45)
- F. ESBE: URBAN ENGINEERING 2011 (N=32)
- G. HSC: ADULT AND MIDWIFERY 2011 (N=44)
- H. HSC: ALLIED HEALTH SCIENCES 2011 (N=45)
- I. HSC: CHILDREN'S NURSING 2011 (N=24)

59. I believe strongly in LSBU's Corporate Plan.



- A. LSBU OVERALL 2011 (N=1,121)
- B. HSC: PRIMARY AND SOCIAL CARE 2011 (N=24)
- C. ADMIN: FACULTY OF ARTS AND HUMAN SCIENCES 2011 (N=25)
- D. ADMIN: FACULTY OF BUSINESS 2011 (N=18)
- E. ADMIN: FACULTY OF ENGINEERING, SCIENCE AND THE BUILT ENVIRONMENT 2011 (N=24)
- F. ADMIN: FACULTY OF HEALTH AND SOCIAL CARE 2011 (N=49)
- G. ADMIN: ACADEMY OF SPORT 2011 (N=27)

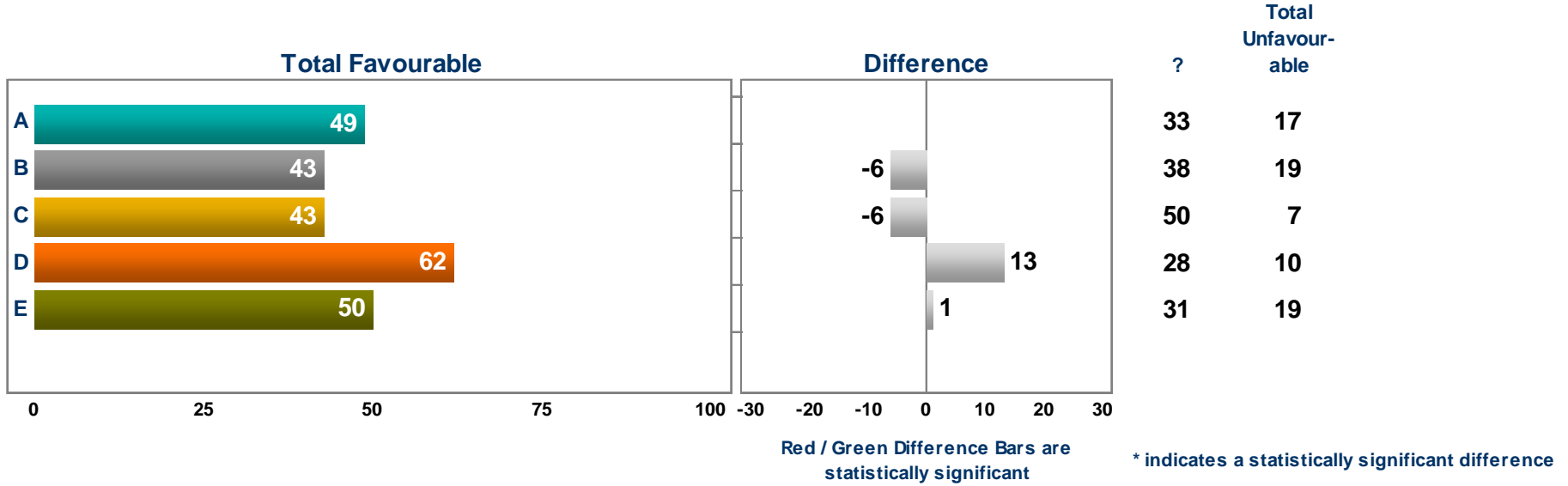
## 59. I believe strongly in LSBU's Corporate Plan.



A. LSBU OVERALL 2011 (N=1,121)  
 B. ADMIN: ESTATES AND FACILITIES 2011 (N=43)  
 C. ADMIN: FINANCE 2011 (N=48)  
 D. ADMIN: HUMAN RESOURCES 2011 (N=27)

E. ADMIN: INFORMATION COMMUNICATION TECHNOLOGY 2011 (N=55)  
 F. ADMIN: LIBRARY AND LEARNING RESOURCES 2011 (N=51)  
 G. ADMIN: MARKETING AND UK STUDENT RECRUITMENT 2011 (N=40)

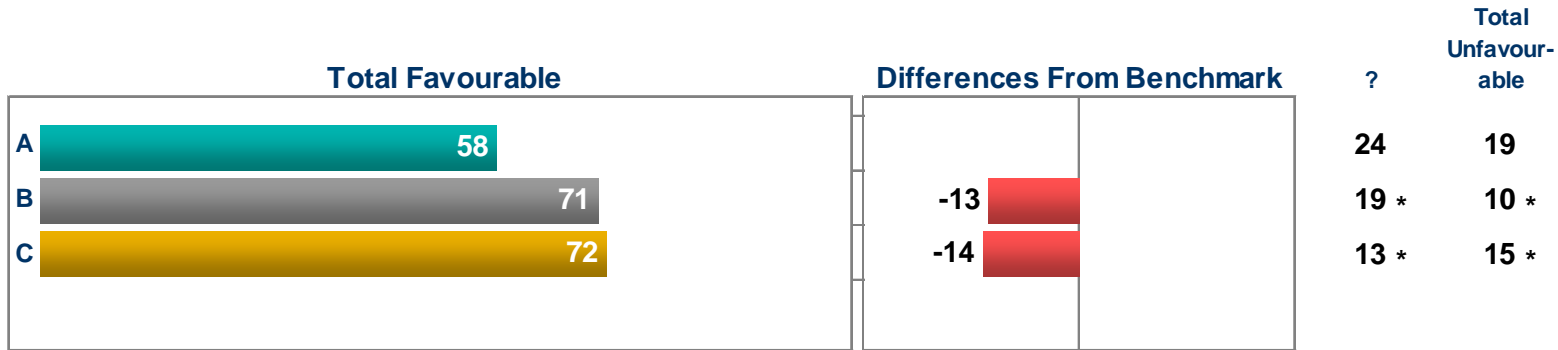
59. I believe strongly in LSBU's Corporate Plan.



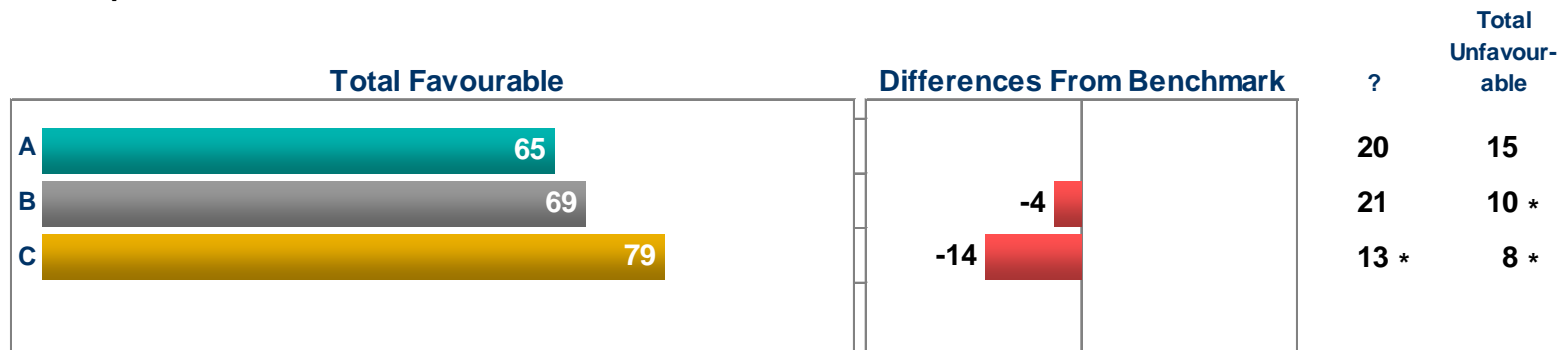
- A. LSBU OVERALL 2011 (N=1,121)
- B. ADMIN: REGISTRY 2011 (N=22)
- C. ADMIN: RESEARCH AND BUSINESS DEVELOPMENT 2011 (N=14)
- D. ADMIN: RESIDENCES AND CATERING SERVICES 2011 (N=33)
- E. ADMIN: STUDENT SERVICES 2011 (N=36)

# HEART: Pride levels in LSBU are low. People would not recommend LSBU as a good place to work

55. I would recommend LSBU as a good place to work.



56. I am proud to be associated with LSBU.



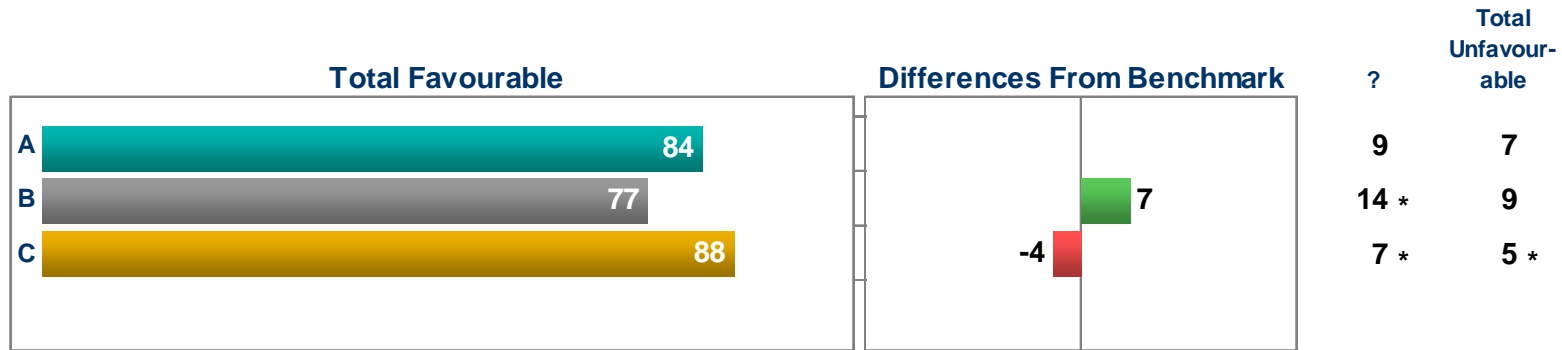
A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

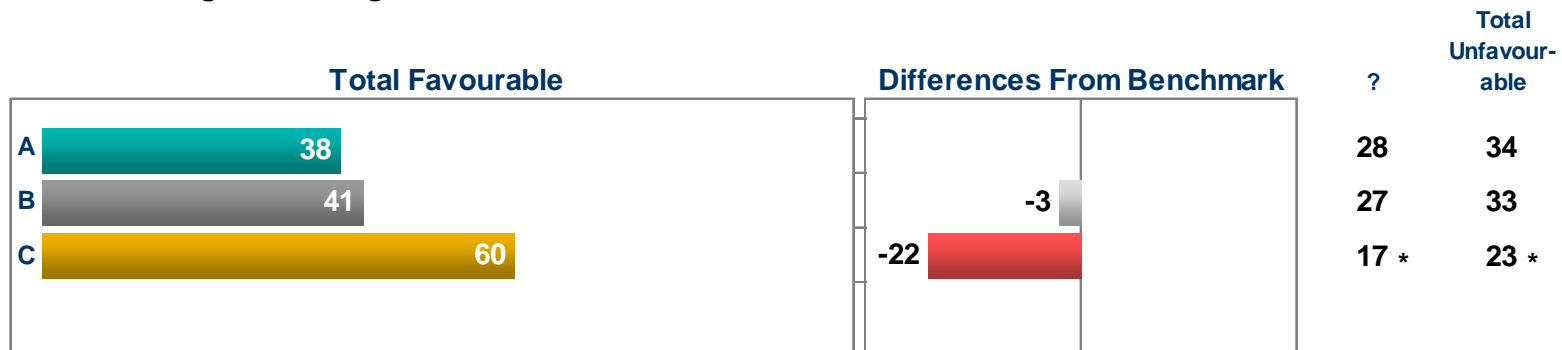
C. UK NATIONAL NORM 2011 (N=157,996)

# HANDS: People are willing to work harder for LSBU, and they also feel the company motivates them to do so

58. I am willing to work beyond what is required in my job in order to help LSBU succeed.



57. LSBU energises me to go the extra mile.



A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

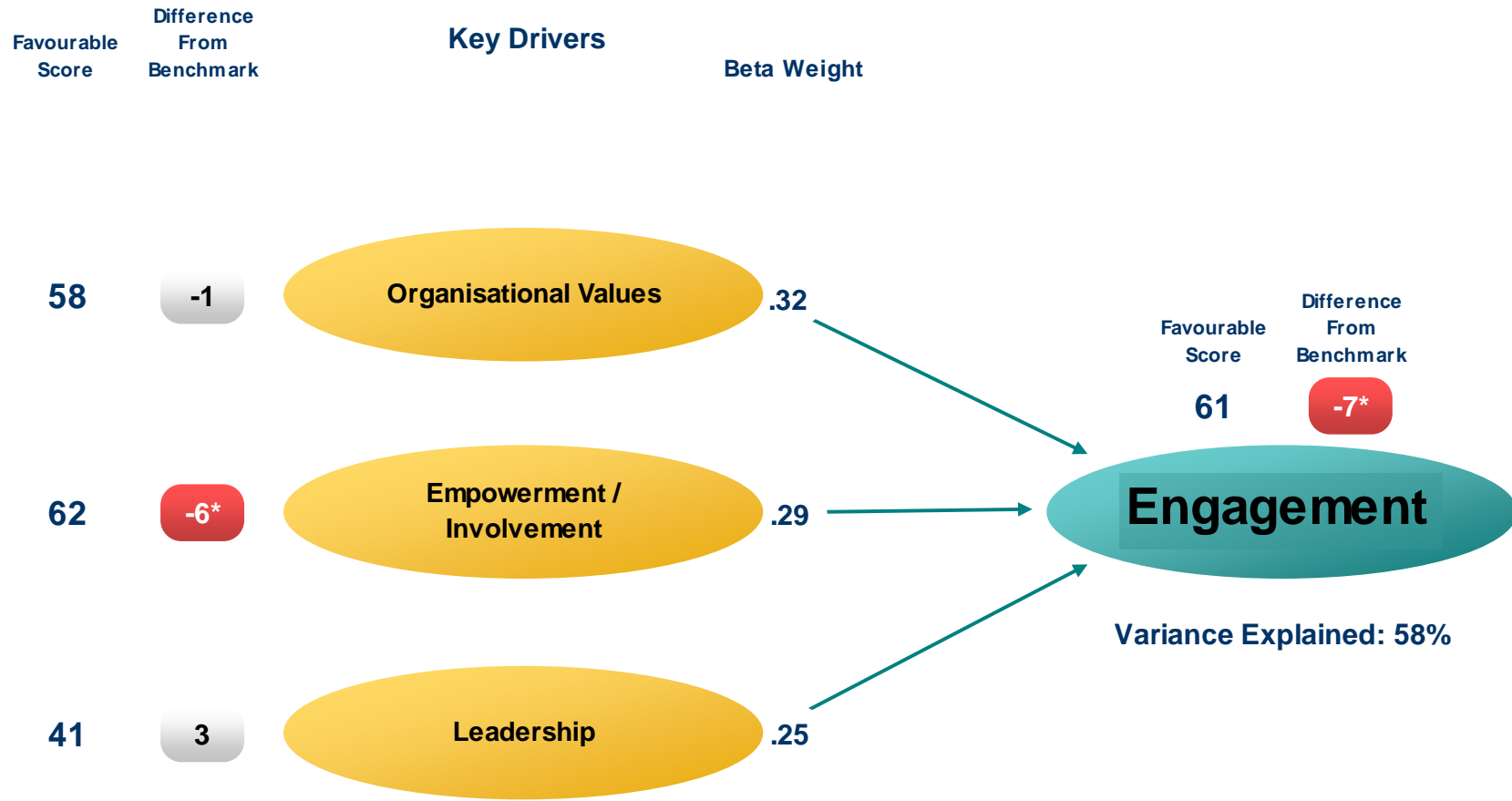
C. UK NATIONAL NORM 2011 (N=157,996)



## Drivers of Engagement

Empowerment/Involvement is a key driver of engagement which shows a negative historical trend.

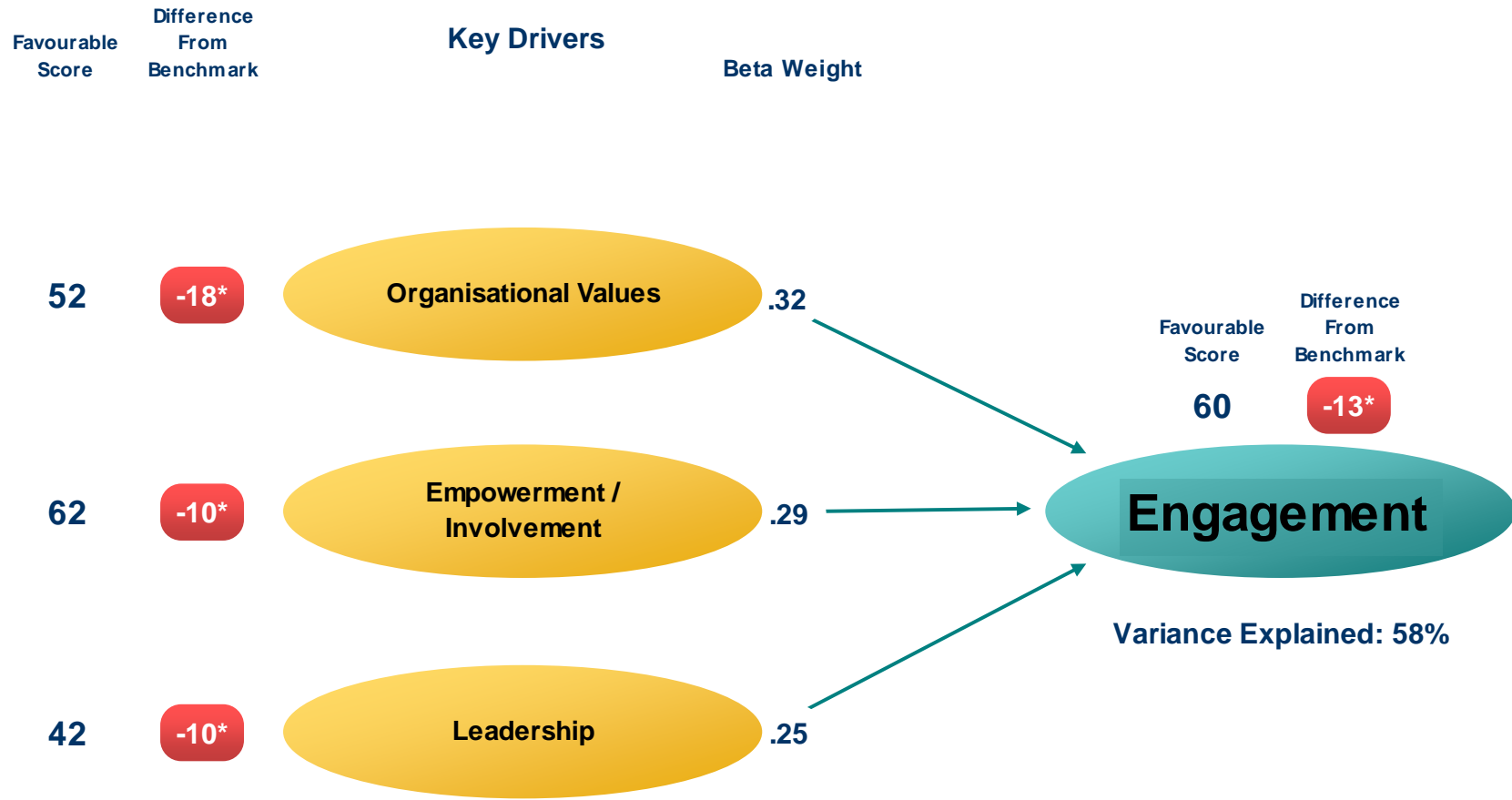
### Category Scores vs. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)



# Drivers of Engagement

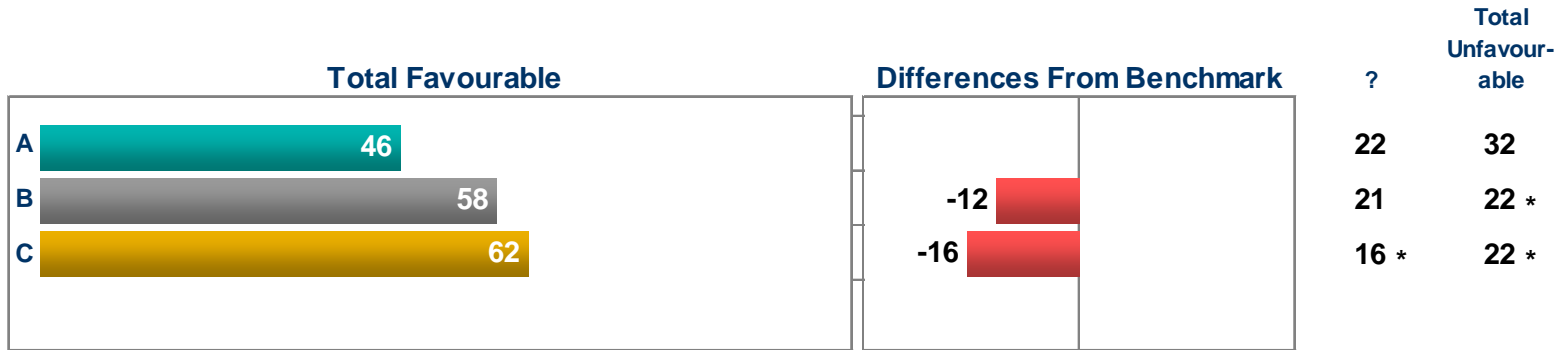
LSBU's drivers of engagement are well below the UK national norm

## Category Scores vs. UK NATIONAL NORM 2011 (N=157,996)

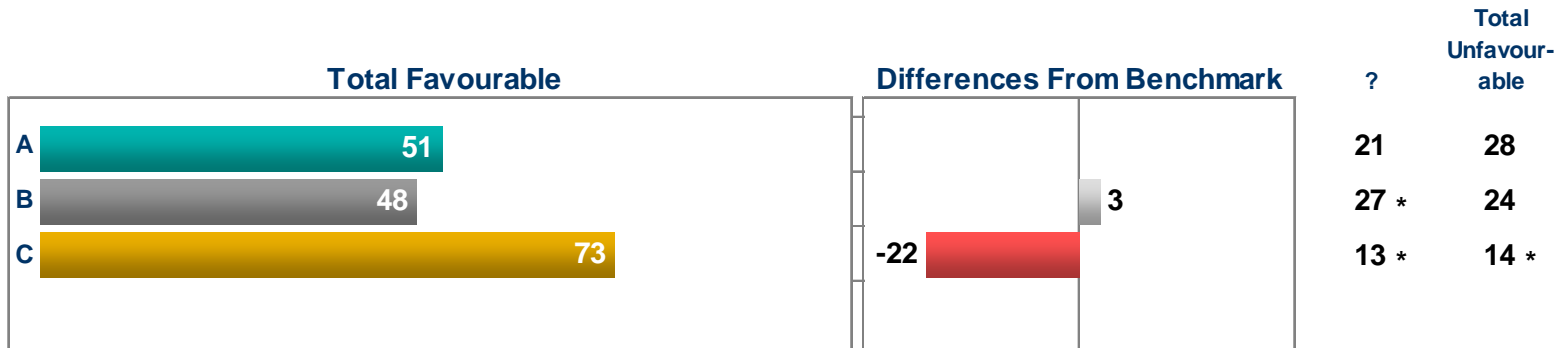


# Organisational Values: LSBU's values on staff well-being and commitment to quality are being questioned by employees

14. LSBU is interested in the well-being of staff.



38. LSBU's commitment to quality is apparent in what we do on a day-to-day basis.



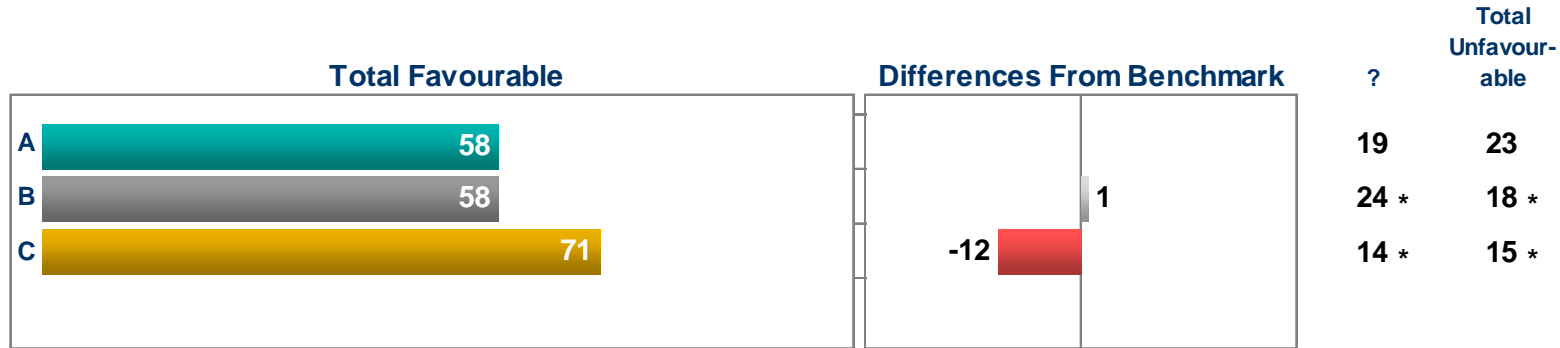
A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

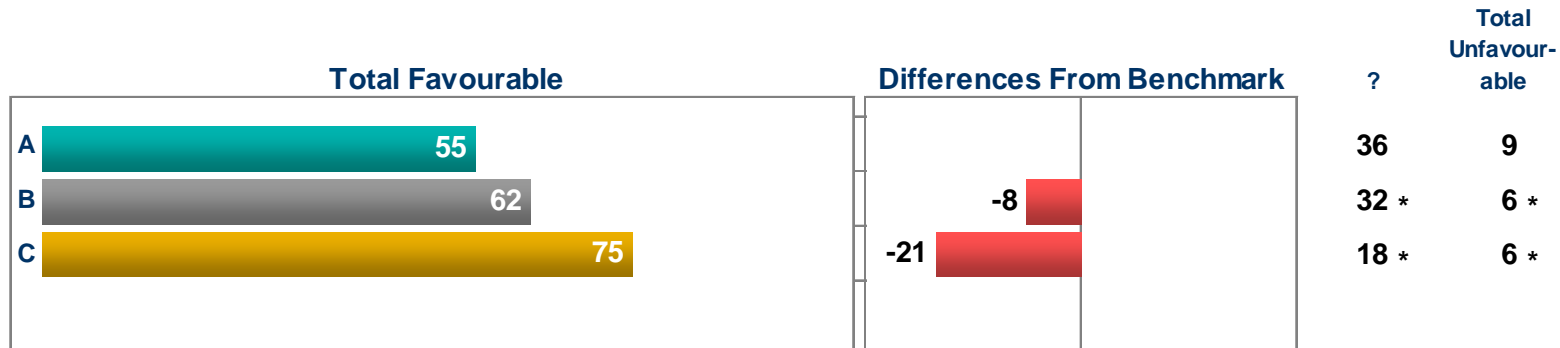
C. UK NATIONAL NORM 2011 (N=157,996)

## Organisational Values: In terms of customer orientation, LSBU lags behind other organisations in the UK. Also, employees perceive LSBU not being socially responsible in the community

39. In my opinion, LSBU is truly student-oriented.



40. In my opinion, LSBU is socially responsible in the community.



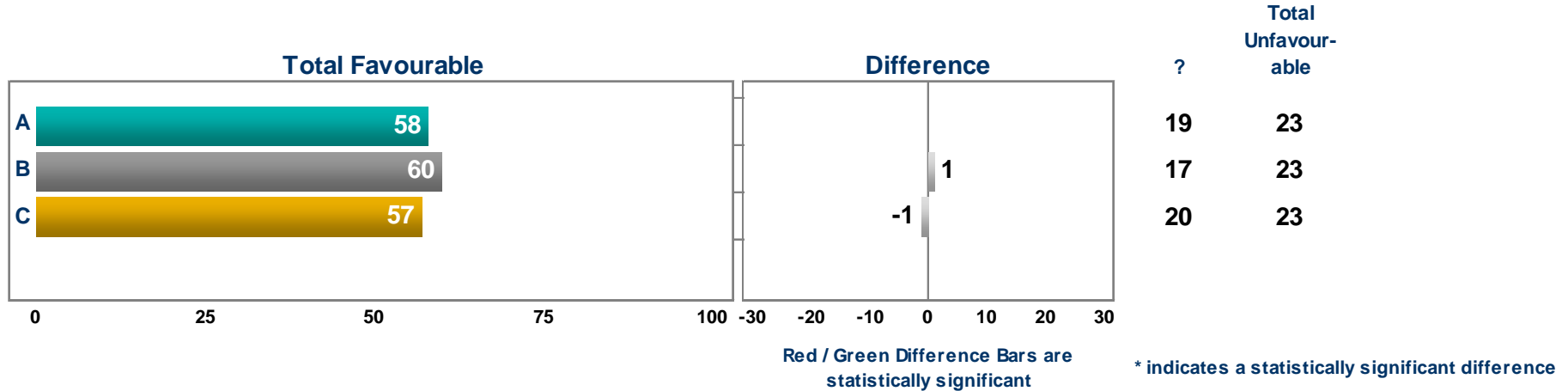
A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

C. UK NATIONAL NORM 2011 (N=157,996)


## Category 6: Organisational Values

39. In my opinion, LSBU is truly student-oriented.



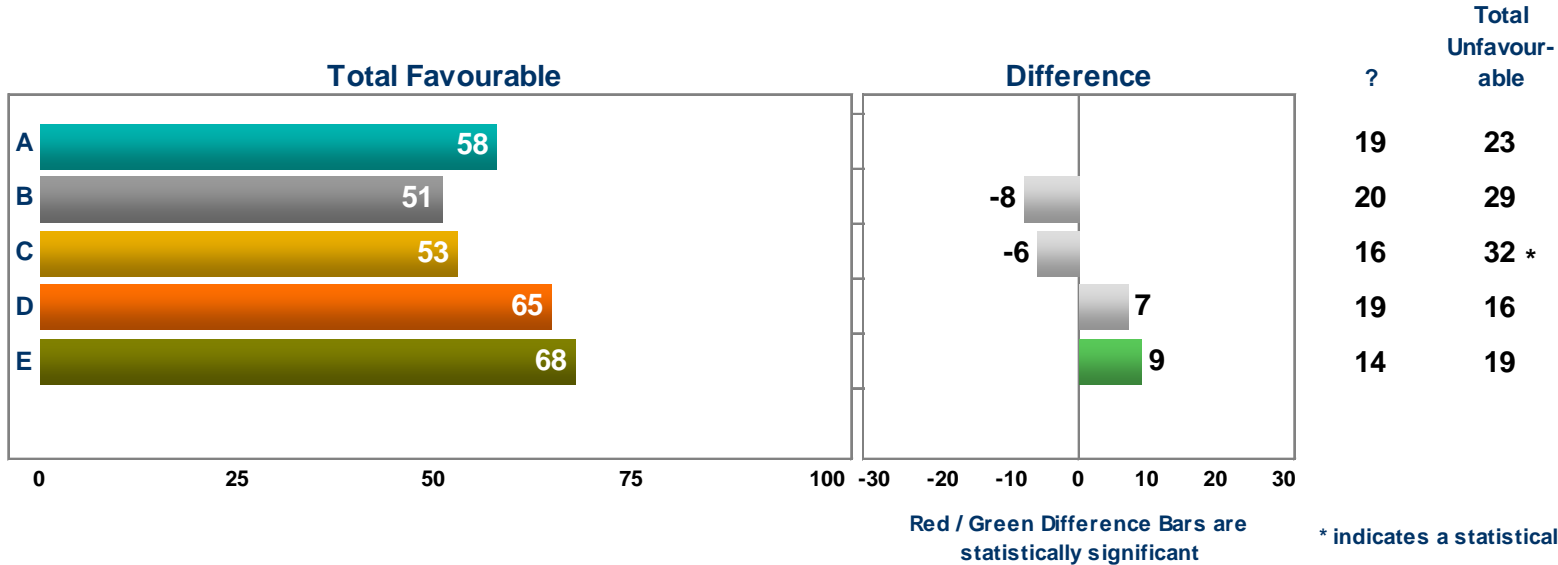
 A. LSBU OVERALL 2011 (N=1,121)




 B. ACADEMIC DEPARTMENT 2011 (N=562)



 C. PROFESSIONAL AND ADMIN SERVICE: FACULTY OR SUPPORT DEPARTMENT 2011 (N=551)

## Category 6: Organisational Values

39. In my opinion, LSBU is truly student-oriented.

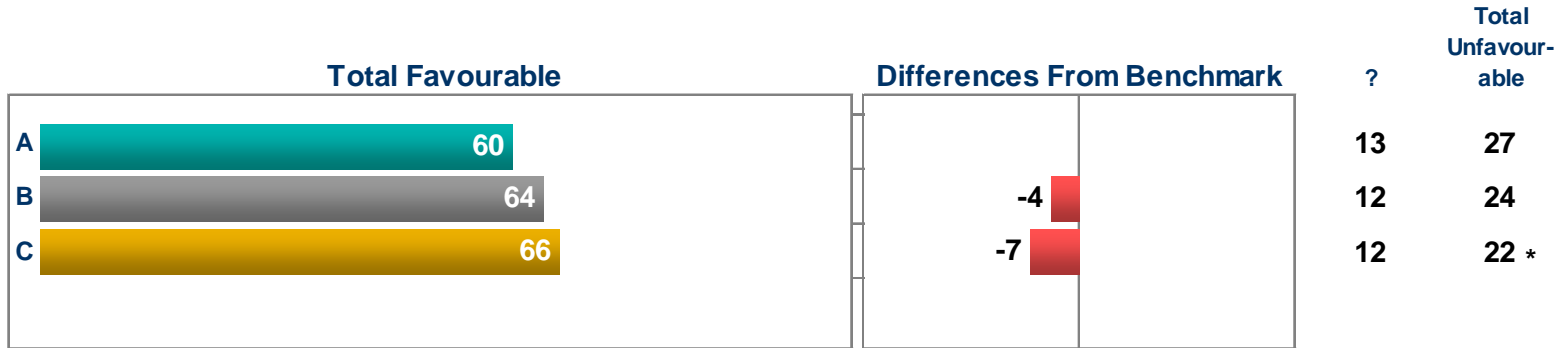


 A. LSBU OVERALL 2011 (N=1,121)  
 B. THE FACULTY OF AHS 2011 (N=123)  
 C. THE FACULTY OF BUS 2011 (N=133)

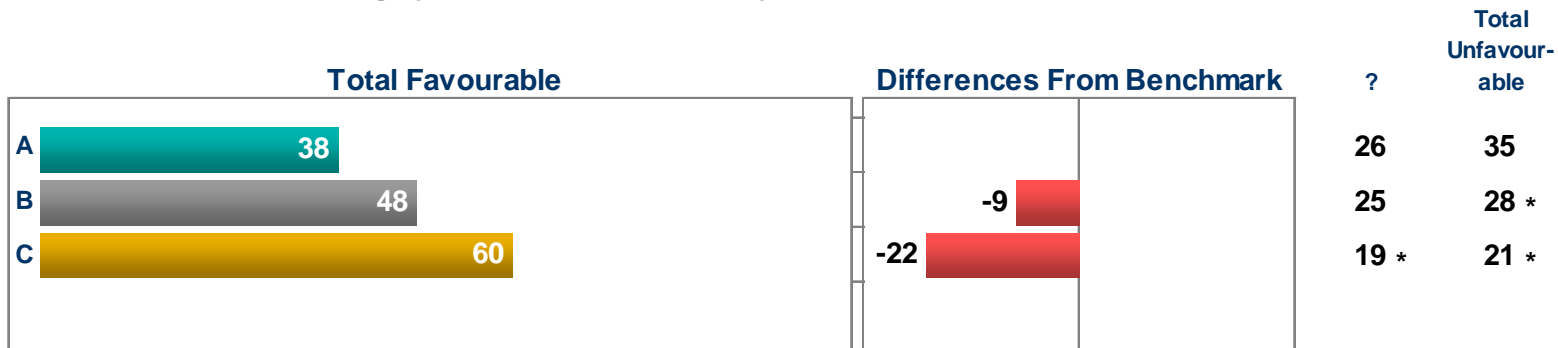
 D. THE FACULTY OF ESBE 2011 (N=146)  
 E. THE FACULTY OF HSC 2011 (N=160)

# Empowerment / Involvement: People would appreciate their personal initiative to be valued, especially when linked to job related decisions

18. I am satisfied with my involvement in decisions that affect my work.



53. Individual initiative is highly valued in this University.



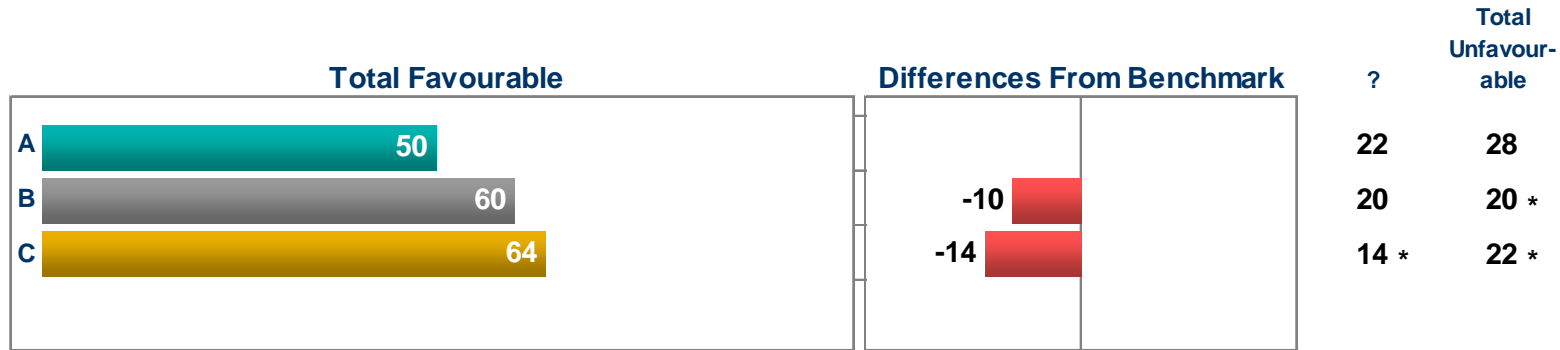
A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

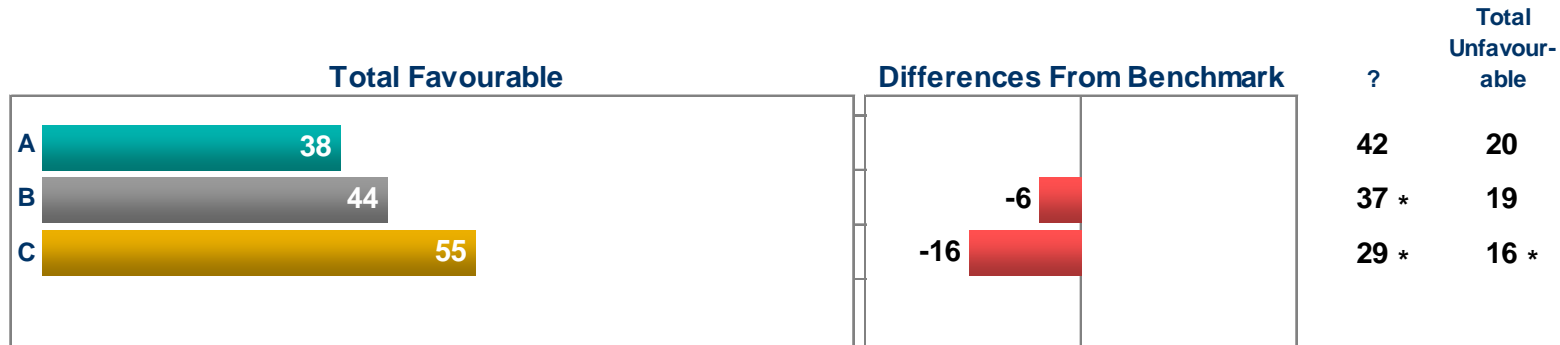
C. UK NATIONAL NORM 2011 (N=157,996)

# Empowerment / Involvement: People do not feel free to express their views in LSBU, also feel that the internal procedures do not facilitate them to do so

49. Most of the time it is safe to speak up in LSBU.



43. I am satisfied with the procedures available for resolving employee complaints.



A. LSBU OVERALL 2011 (N=1,121)

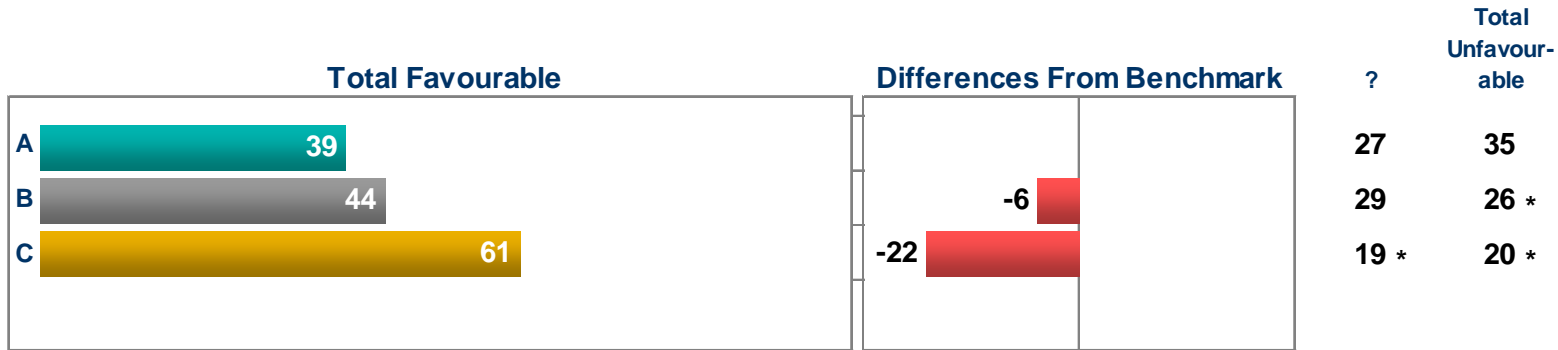
B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

C. UK NATIONAL NORM 2011 (N=157,996)

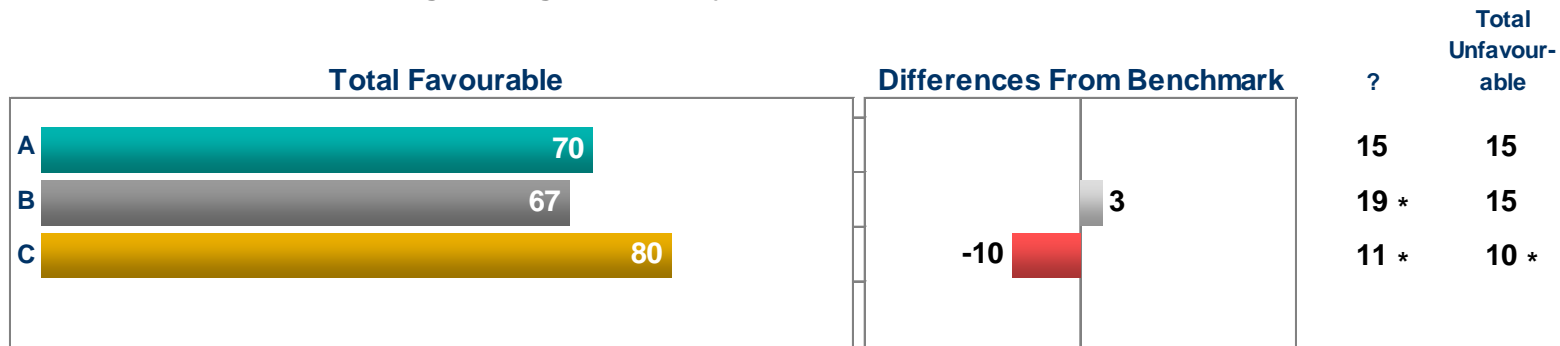


# Leadership: Low levels of confidence in those decisions taken by LSBU's Executive team, possibly due to the lack of understanding of the organisations goals and objectives

9. I have confidence in the decisions made by LSBU's Executive Team.



37d. I have a clear understanding of the goals and objectives of: LSBU as a whole



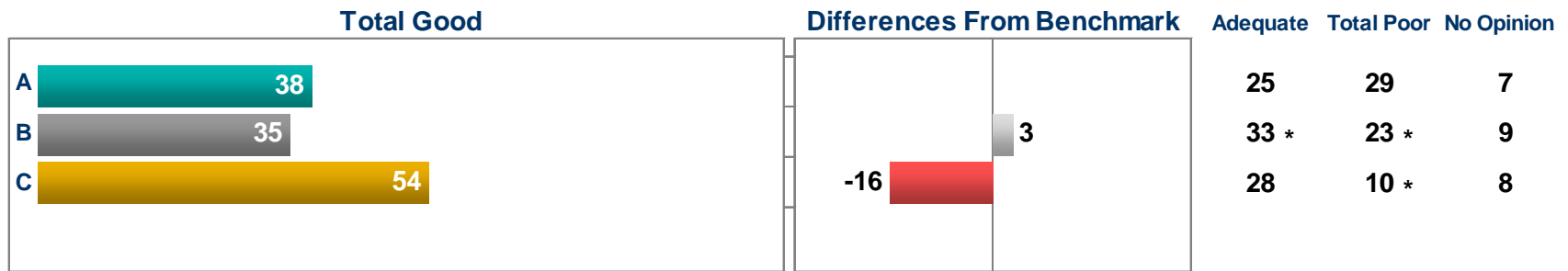
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B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

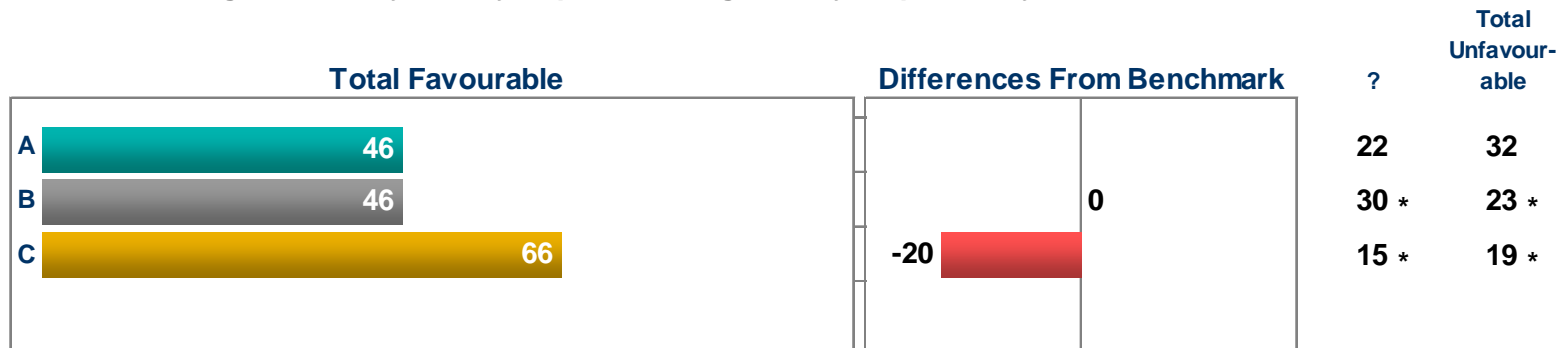
C. UK NATIONAL NORM 2011 (N=157,996)

# Leadership: Low levels of confidence/trust in LSBU's senior management at faculty / department level

71e. In your judgement, with all things considered, how good a job is Senior Management in your Faculty/Department doing in handling the following aspects of the business. Providing leadership



34. Senior Management in my Faculty/Department is generally respected by staff.



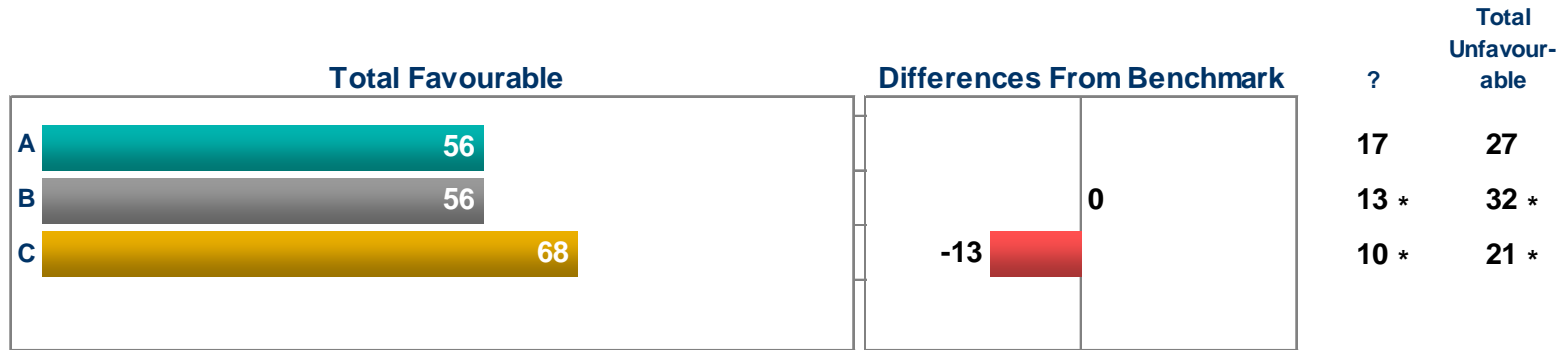
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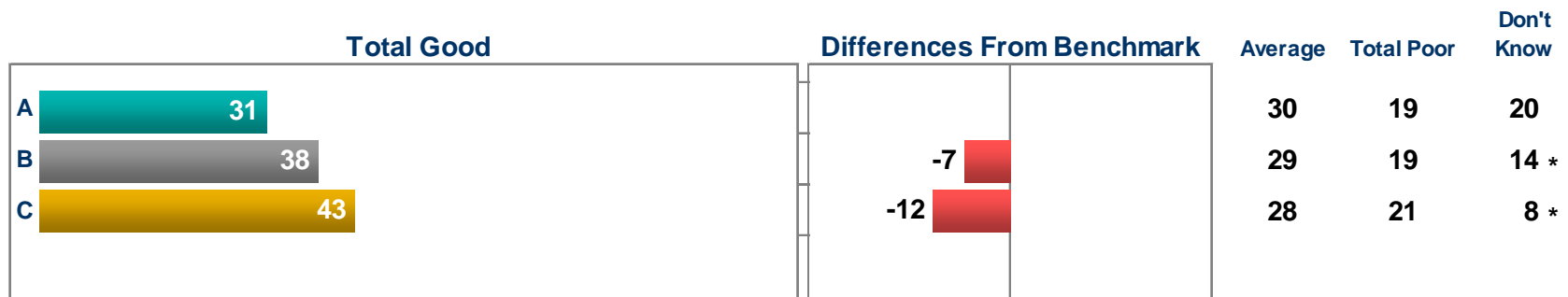
C. UK NATIONAL NORM 2011 (N=157,996)

## Performance Evaluation: People do not see the usefulness of their performance evaluations for career development. Immediate managers could do more on this front

33. My immediate manager gives me regular feedback on my performance.



68. How do you rate your last performance review on helping you in your career development and planning.



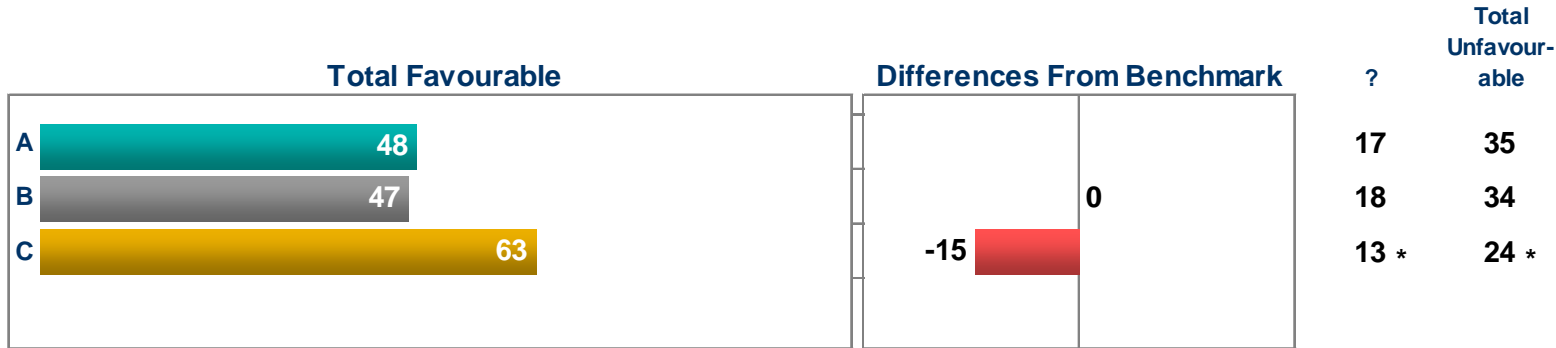
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B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

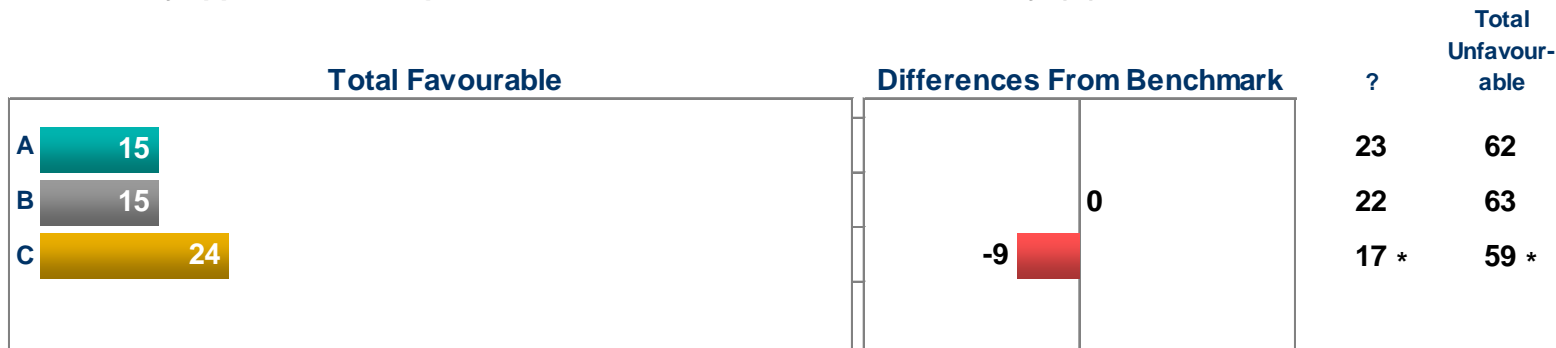
C. UK NATIONAL NORM 2011 (N=157,996)

# Organisational Effectiveness: People feel that, to speed up decisions, some bureaucracy could be eliminated within departments

8. We act quickly to solve problems in the University.



15. Too many approvals are required for routine decisions in this University. (N)



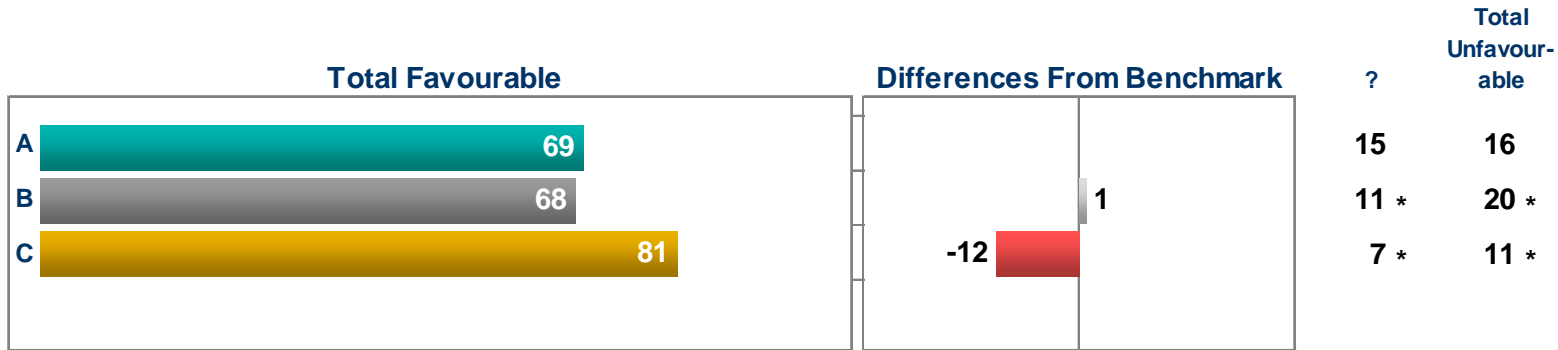
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B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

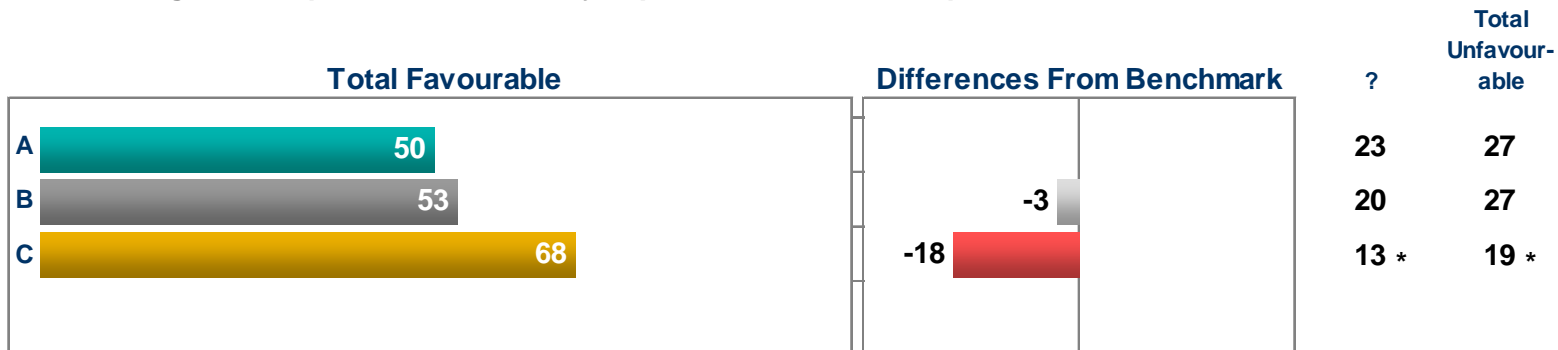
C. UK NATIONAL NORM 2011 (N=157,996)

# Teamwork: Teamwork within and among departments offer room for improvement

26. There is usually good co-operation between teams in my department.



5. There is good co-operation between my department and other departments.



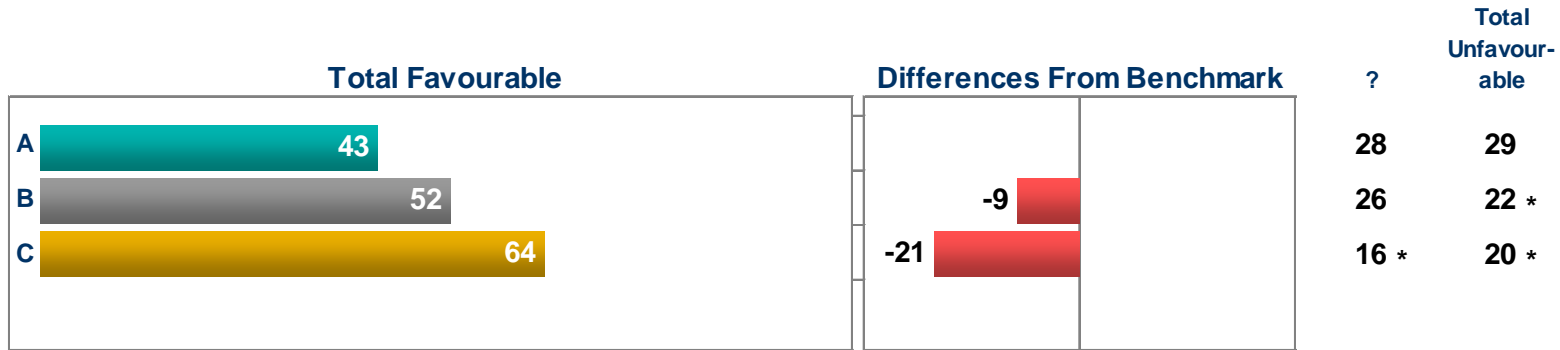
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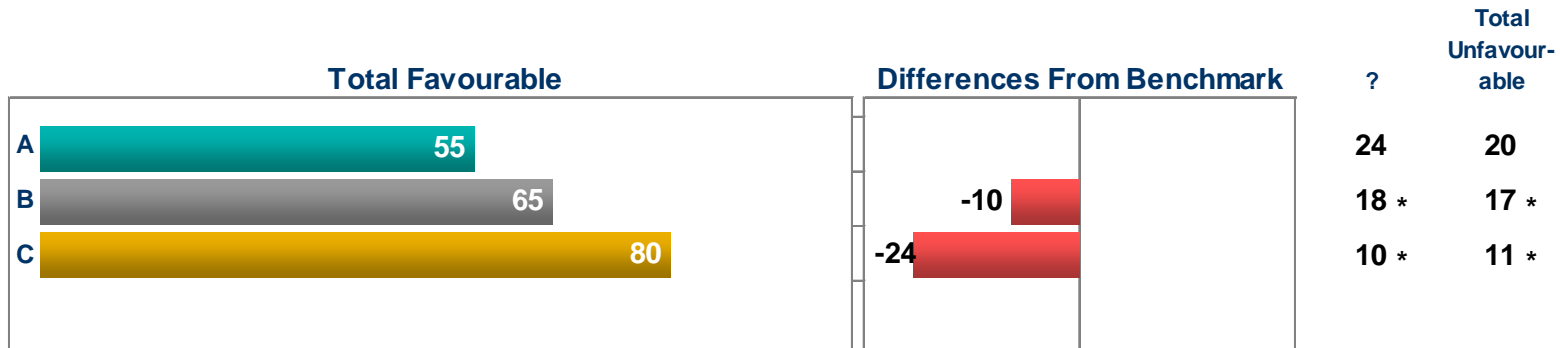
C. UK NATIONAL NORM 2011 (N=157,996)

# Teamwork: People would expect LSBU to promote cooperation within the University

## 36a. In LSBU, teamwork is: Given recognition



## 36b. In LSBU, teamwork is: Encouraged



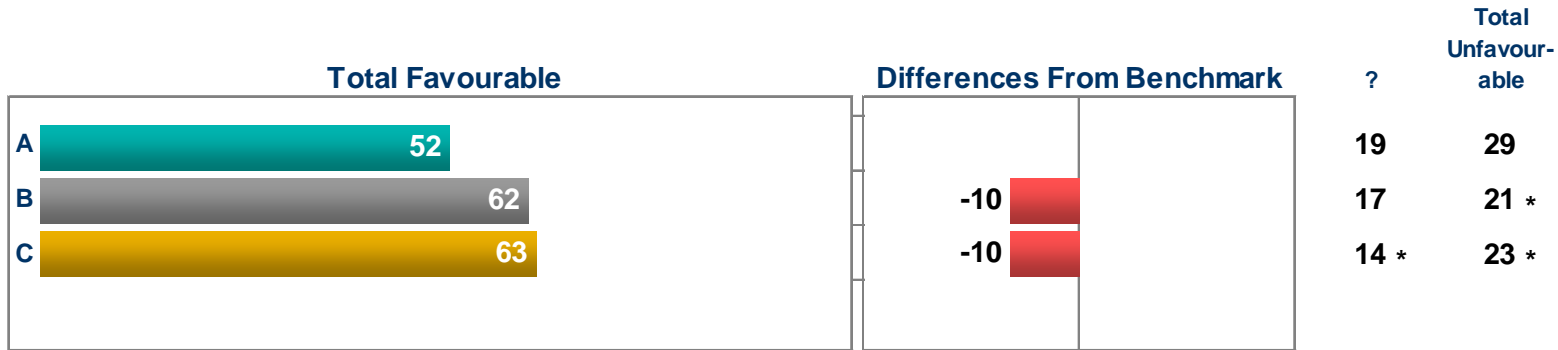
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B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

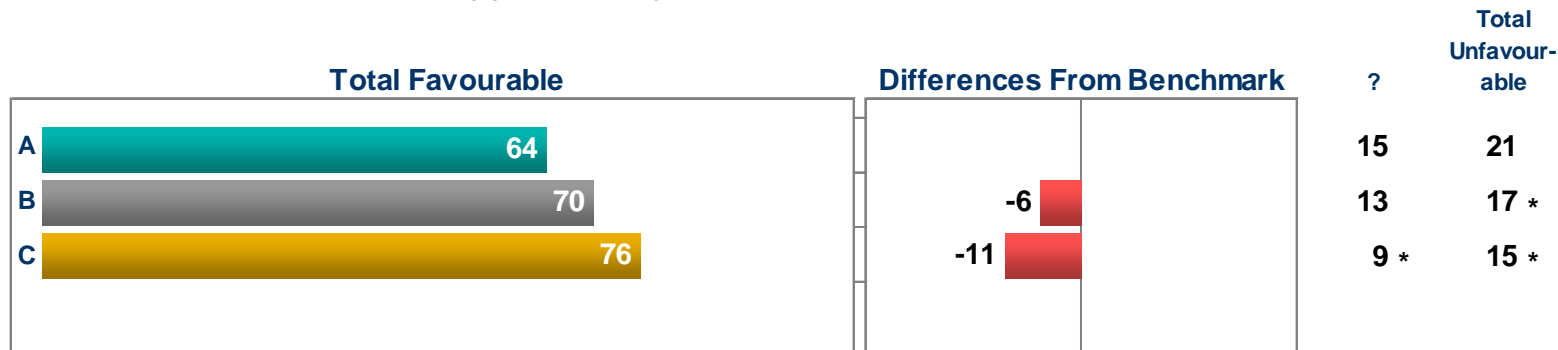
C. UK NATIONAL NORM 2011 (N=157,996)

# Communication: People feel they do not receive relevant information directly linked to them and their jobs

12. The University does an excellent job of keeping staff informed about matters affecting us.



65. The information I need to do my job is readily available.



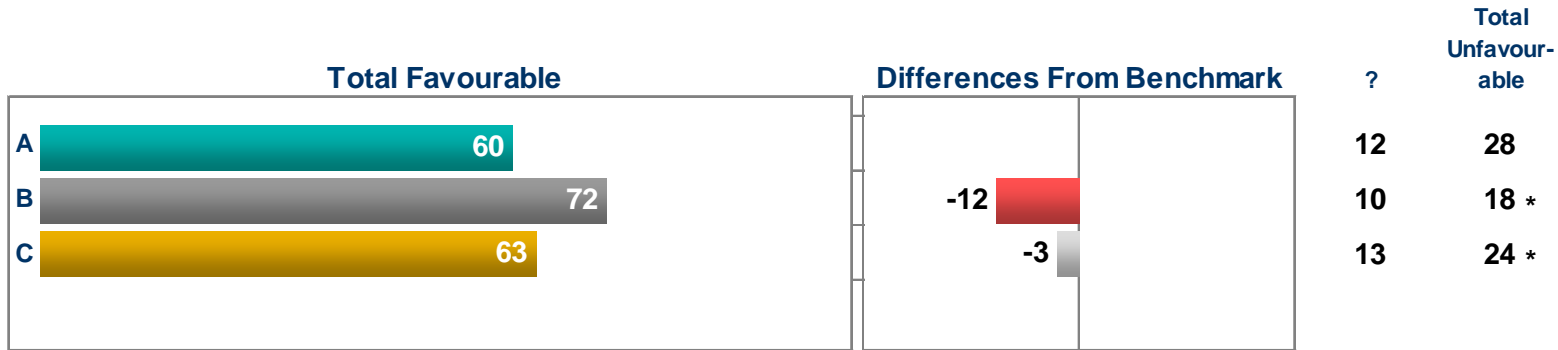
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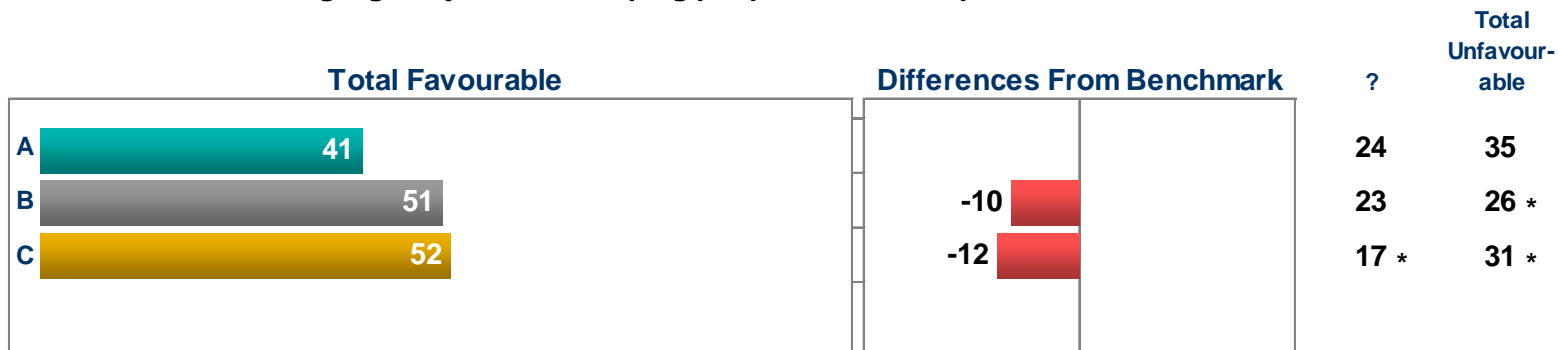
C. UK NATIONAL NORM 2011 (N=157,996)

## Career Development: There is a feeling that there are less career opportunities within LSBU than in 2009

3. I believe I have the opportunity for personal development and growth in the University.



44. I think LSBU is doing a good job of developing people to their full potential.



A. LSBU OVERALL 2011 (N=1,121)

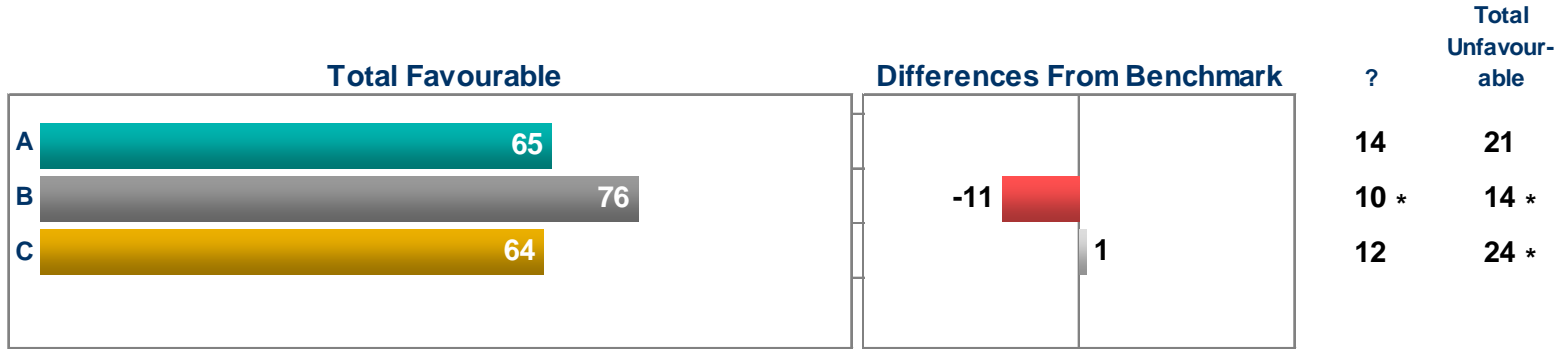
B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

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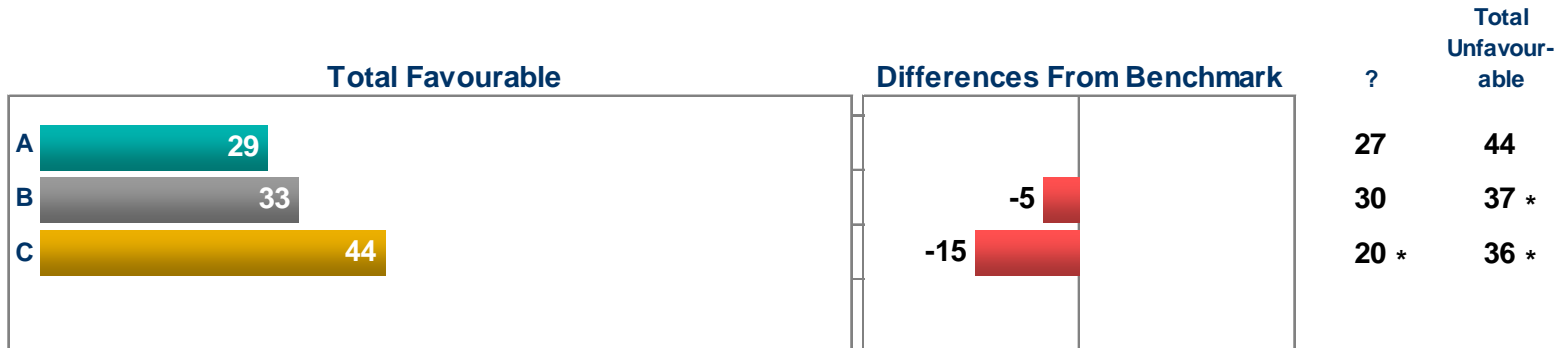


# Training: People feel that there are less training opportunities than in 2009

16. There are sufficient opportunities for me to receive training to improve my skills in my current job.



46. There are sufficient opportunities for me to receive cross-training to learn other jobs.



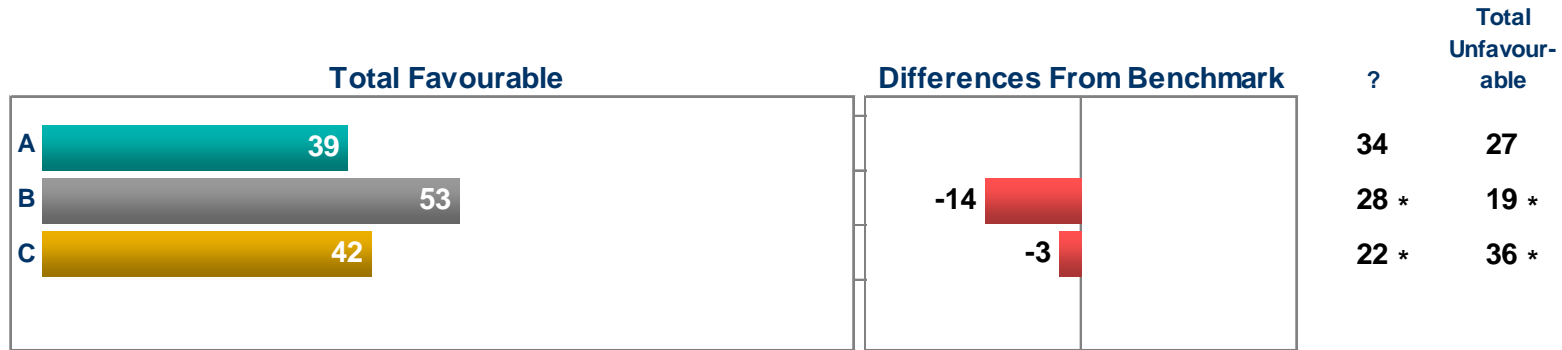
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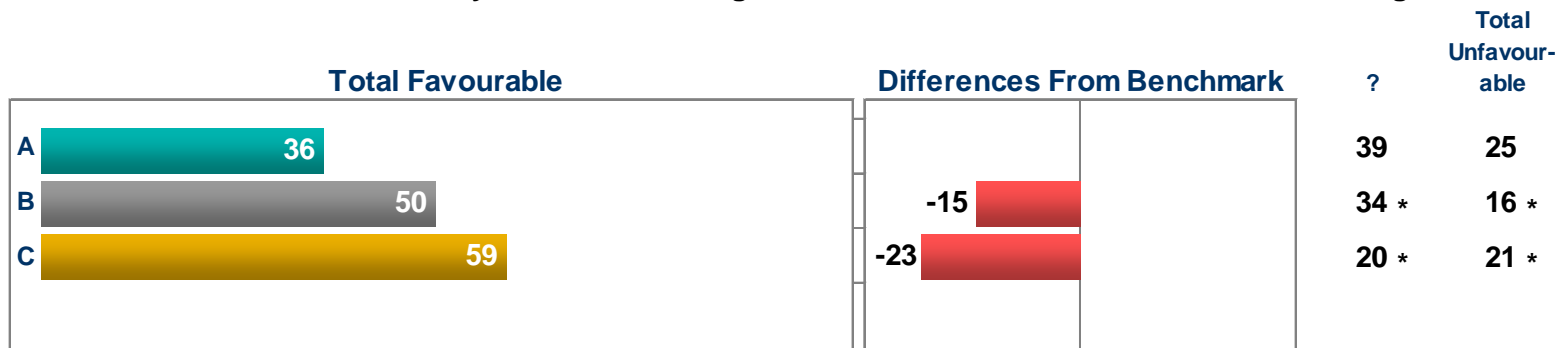
C. UK NATIONAL NORM 2011 (N=157,996)

## Pay & Rewards: People are not impressed with their current salary and benefits. There has been a dramatic decline in employee pay & benefits perceptions since 2009

29. From what I hear, pay here is as good as, or better than it is in other similar public sector organisations.



30. From what I hear, the University's benefits are as good as, or better than, those in other similar organisations.



A. LSBU OVERALL 2011 (N=1,121)

B. LONDON SOUTH BANK UNIVERSITY OVERALL 2009 (N=1,059)

C. UK NATIONAL NORM 2011 (N=157,996)

## Summary – Key Areas of Opportunity

- **Organisational Effectiveness:** People feel that, to speed up decisions, some bureaucracy could be eliminated within departments
- **Communication:** People feel they do not receive relevant information directly linked to them and their jobs
- **Teamwork:** Teamwork within and among departments offer room for improvement / People would expect LSBU to promote cooperation within the University
- **Career Development / Training:** There is a feeling that there are less career and training opportunities within LSBU than in 2009
- **Performance Evaluation:** People do not see the usefulness of their performance evaluations. Immediate managers could do more on this front
- **Pay & Rewards:** People are not impressed with their current salary and benefits. There has been a dramatic decline in employee pay & benefits perceptions since 2009
- **Diversity & Inclusion:** Employees of black and Chinese background believe that opinions are valued depending on the employees' ethnic background, they do not believe there are equal opportunities for all employees, and feel exposed to inappropriate jokes or comments linked to their ethnicity

# Actions

- January : Departmental barometer reports will be distributed this week
- February: HRD meetings with HoD's to offer support and plan actions. Key actions to be added as work plan objectives
- February: All staff communication on headlines and actions
- April: communication to all staff on progress on actions
- July: Senior managers and HoD progress monitored at performance appraisal
- September: Pulse survey launched to measure progress on organisation values, leadership, performance evaluation and organisational effectiveness