



LEEDS  
BECKETT  
UNIVERSITY

COLLEAGUE  
SURVEY 2023

# Colleague Survey 2023

**Jenna Allen, Research Director**  
jallen@djsresearch.com

**Tanya Colbran, Research Manager**  
tcolbran@djsresearch.com

JN9140

**Head office:** 3 Pavilion Lane, Strines,  
Stockport, Cheshire, SK6 7GH

**Leeds office:** 2 St. David's Court,  
David Street, Leeds, LS11 5QA

**+44 (0)1663 767 857**  
**djsresearch.co.uk**

**djs**  
employee  
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Part of the DJS Research group

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# Background & method

The Colleague Survey was made available to all colleagues across the University via an online survey emailed to work accounts.

- 1,743 responses were received across the University; a rate of 62%

## Objectives:

To give colleagues the opportunity to share their views and opinions on the following:

- Colleague engagement
- Sense of team
- Communication
- Leadership and management
- Wellbeing
- Equality, diversity and inclusion
- Ways of working
- Future focus

The survey was live between 14 November & 29 November 2023.

## Response rate

**University:** 62% (68% exc hourly paid colleagues)

**Services:** 75%

**Schools:** 55% (62% exc part-time lecturers)

**Academic:** 53% (63% exc part-time lecturers)

**School Support:** 60%



# A guide to this report

## Rounding

Results are presented as whole numbers for ease of reading and interpretation. Rounding is performed at the last stage of calculation for maximum accuracy. Therefore, where results are presented as % positive, % neutral or % negative, there may be instances where the results do not total 100%.

## % positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses (e.g. “strongly agree + agree”) and dividing by the number of respondents who answered the question.

**% negative** on page 10 is calculated by adding together the negative responses (e.g. disagree + strongly disagree) and dividing by the number of respondents who answered the question.

## Benchmarking

The benchmark figures are based on an aggregated dataset of results from c.75,000 employee responses across the public and private sectors over the past two years.

## Colour coding

Colour coding has been used to denote where the 2023 score is at least 5% points higher than the comparator (**green**) or 5% points lower than the comparator (**red**). The comparator is either the 2022 score or the external benchmark. This does not apply to pages 45-48 – see separate key on those pages.

## Anonymity

It is DJS Research’s practice not to present the results of groups to the extent where the anonymity of individuals may be compromised. Results where less than 10 responses to the survey have been received will not be presented in the reports. However, their data will still contribute to the scores for their group and the organisation overall.

## Weighting scores

The Headline Scores and the Colleague Engagement KPI use a weighting calculation that provides a score out of 100. The calculation assigns a score to the response to each question based on:

strongly agree=100, agree=75, neither=50, disagree=25, strongly disagree=0

The weighted score is the mean of the score for each question within the section/index.

# Headline scores 2023



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<b>Response rate</b>	<b>Colleague Engagement KPI</b>	<b>Sense of team</b>	<b>Communication</b>
<b>62%</b> 2022 = 61%	<b>72%</b> 2022 = 72%	<b>68%</b> 2022 = 67%	<b>59%</b> 2022 = 59%
<b>Leadership &amp; management</b>	<b>Wellbeing*</b>	<b>Equality, diversity &amp; inclusion</b>	<b>Ways of working*</b>
<b>69%</b> 2022 = 67%	<b>72%</b> 2022 = 70%	<b>73%</b> 2022 = 72%	<b>72%</b>

The headline scores shown above are calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

\*Ways of working questions have changed since 2022.

\* Wellbeing questions included in the score changed this year. Last year's score adjusted for comparison.

# Questions with the strongest responses in 2023



## Most positive statements 2023

% positive  
(agree\*)

I feel trusted to achieve what is expected of me, no matter where or when I work **86%**

I believe my manager cares about my wellbeing **83%**

I am treated with fairness and respect at work **80%**

I feel able to speak openly and honestly with my manager **79%**

The current way of working enables me to work effectively **79%**

\*% positive is the combination of agree and strongly agree responses to each question (unless stated)



## Most negative statements 2023

% negative  
(disagree\*\*)

My voice feels like it counts **34%**

\*\*% negative is the combination of disagree and strongly disagree responses to each question (unless stated). Only statements receiving a negative response of 25% or more are shown

# Most significant changes since 2022



Most positive changes since 2022	% positive* (agree)	Change since 2022 (% point)
Have you had a PDR conversation in the last 12 months? (% yes)	87%	+6
I feel supported to develop in my role	65%	+6
My manager leads by example by demonstrating our values	75%	+5
I receive regular and developmental feedback on my performance	58%	+5
I feel a strong sense of belonging to my School/Service	65%	+4

Most negative changes since 2022	% positive* (agree)	Change since 2022 (% point)
As an organisation we are decisive in our actions	46%	-3
I am kept well informed about what is happening across the University	58%	-3
I believe the University is taking meaningful action to advance and promote equality, diversity & inclusion	69%	-2

\*% positive is the combination of agree and strongly agree responses to each question (unless stated in brackets)

# Most significant changes since 2021



Most positive changes since 2021	% positive* (agree)	Change since 2021 (% point)
Have you had a PDR conversation in the last 12 months? (% yes)	87%	+13
I feel a strong sense of belonging to my School/Service	65%	+8
I feel supported to develop in my role	65%	+8
I am maintaining a healthy work-life balance	64%	+8

Most negative changes since 2021	% positive* (agree)	Change since 2021 (% point)
I am kept well informed about what is happening across the University	58%	-11
As an organisation we are decisive in our actions	46%	-4
I feel committed to the University's vision	65%	-3
I believe that the University is ambitious and strives for improvement	71%	-3

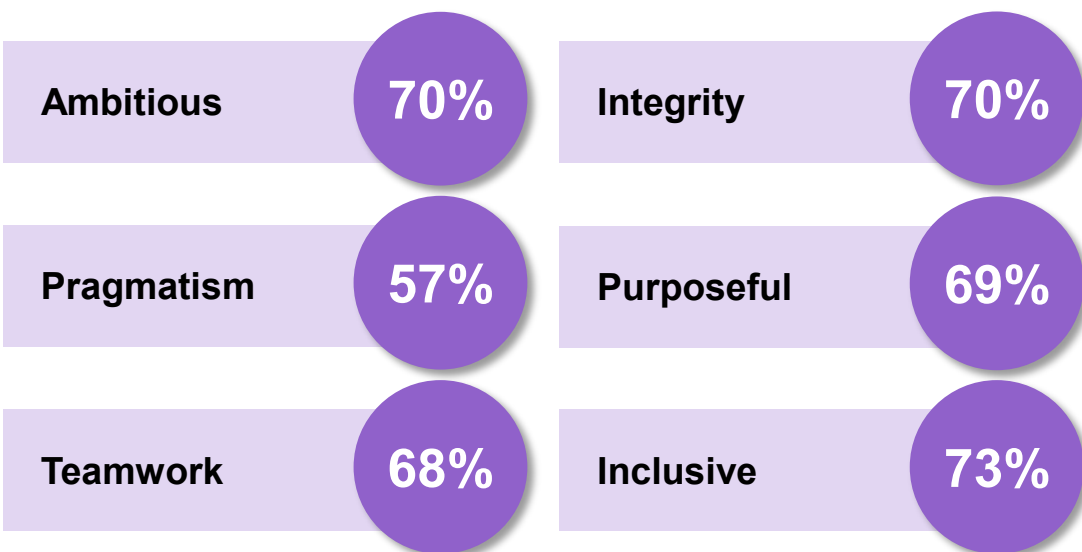
\*% positive is the combination of agree and strongly agree responses to each question (unless stated in brackets)



# University Values Index

Our university values were introduced in 2021. We have collated the Colleague Survey questions that indicate the extent to which the values are showing up in our day to day work. The questions selected for this model are a best fit measure of performance.

A weighted score has been provided for each value using the method explained on page 4, giving each value a score out of 100.



	<b>Question(s) used to measure each value</b>
<b>Ambitious</b>	I believe that the University is ambitious and strives for improvement
<b>Pragmatism</b>	As an organisation we are decisive in our actions
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>- I feel a strong sense of belonging to my team</li> <li>- I feel a strong sense of belonging to my School/Service</li> <li>- I feel a strong sense of belonging to the University</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>- The University has an open and honest culture</li> <li>- I feel trusted to achieve what is expected of me, no matter where or when I work</li> </ul>
<b>Purposeful</b>	I can see how I contribute to the University aims and strategy
<b>Inclusive</b>	<ul style="list-style-type: none"> <li>- I am treated with fairness and respect at Leeds Beckett University</li> <li>- I believe the University is taking meaningful action to address equality, diversity &amp; inclusion</li> </ul>

# All questions: Colleague engagement

		% positive	Variance from 2022	Variance from benchmark (% point)
<b>Colleague engagement KPI*</b>		<b>72%</b>	<b>0</b>	<b>+4</b>
1. I feel proud to work for the University		<b>78%</b>	<b>+2</b>	<b>+6</b>
2. I would recommend the University as a great place to work		<b>74%</b>	<b>+1</b>	<b>+9</b>
3. I feel committed to the University's vision		<b>65%</b>	<b>0</b>	<b>-7</b>
4. Working at the University makes me want to do the best work I can		<b>73%</b>	<b>0</b>	<b>+12</b>
5. I believe that the University is ambitious and strives for improvement		<b>71%</b>	<b>-1</b>	<b>-</b>
6. As an organisation we are decisive in our actions		<b>46%</b>	<b>-3</b>	<b>-</b>

■ Strongly agree   
 ■ Agree   
 ■ Neither   
 ■ Disagree   
 ■ Strongly disagree

\*The Colleague Engagement KPI of 72% is calculated by applying a weighting to each response to questions 1-4 on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to the four questions at the top of the above table, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

# Grade: Colleague engagement KPI

The Colleague Engagement KPI score varies widely by grade, from 89% among Grade 10+ through to 62% among Senior Lecturers.

		Response rate by grade	Variance from 2022 KPI
Grade 10+	89%	93%	+3
Head of Subject	84%	77%	-2
Part-time Lecturer	80%	14%	+11
Research*	76%	49%	+1
Grade 6-9 Support	76%	78%	+1
Grade 1-2 Support	76%	47%	+3
Support overall	75%	70%	+1
Professor	74%	71%	+2
Lecturer	73%	54%	-1
Grade 3-5 Support	73%	69%	+1
Academic overall	68%	53%	0
Grade 9 - Course Director/Principal Lecturer/Reader	67%	75%	-1
Senior Lecturer	62%	61%	+1

\*Includes Research Fellow/Postdoctoral Research Fellow/Senior Research Fellow

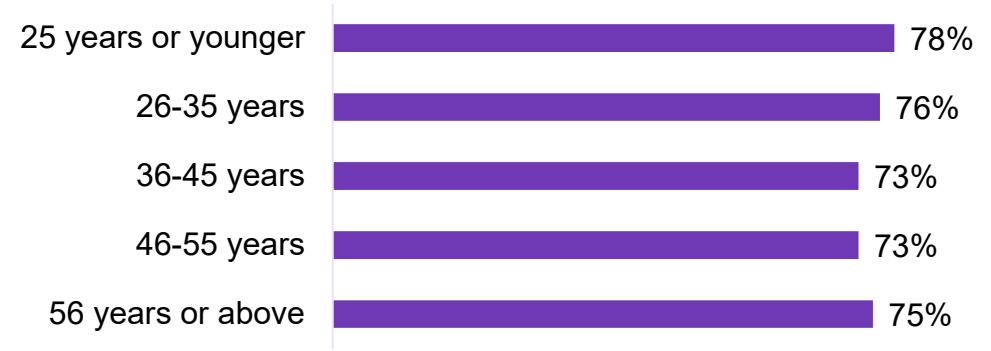
# Demographics: Colleague engagement KPI

The Colleague Engagement KPI score does not vary significantly by demographic group. The score is marginally higher among females (74%), the youngest and oldest groups (25 years and under – 78%, 26-35 years – 76%, 56 years or above - 75%), colleagues without a disability (74%) and full time colleagues (72%), but the score does not vary by ethnicity.

## Identify as



## Age



## Disability



## Contract type



## Ethnicity



# The Colleague Engagement KPI score improves markedly among employees who...

85%



...agree they feel like their voice counts

84%



...agree the University has an open and honest culture

72%

Overall University Engagement KPI Score

73%

...have had a PDR conversation  
(61% for those who have not)

78%

...agree they are maintaining a healthy work-life balance

83%



...agree that the organisation is decisive in its actions

83%

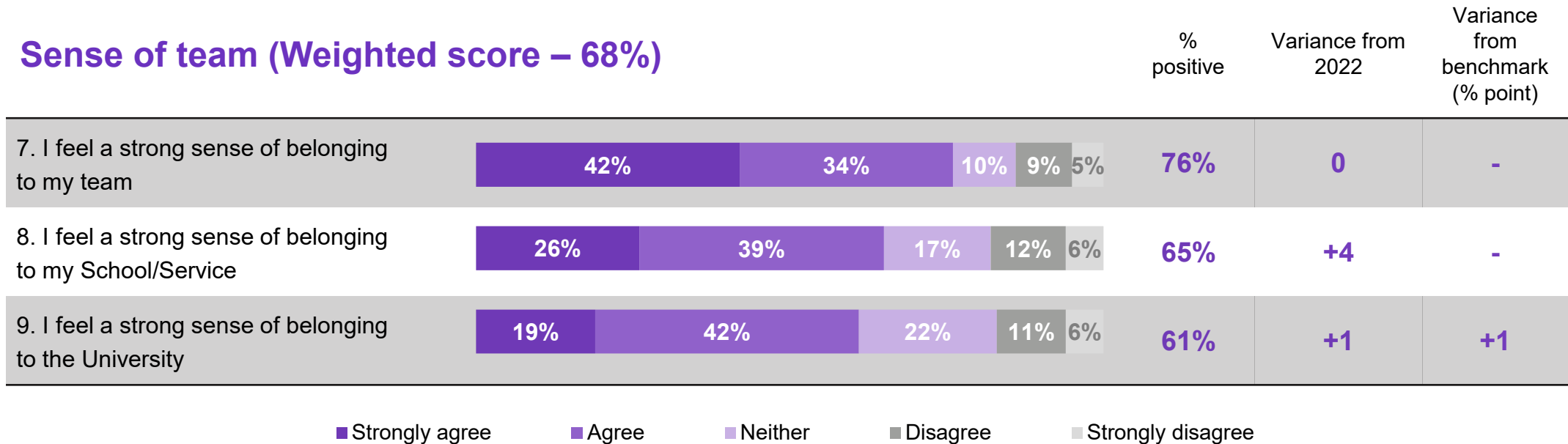


...agree senior leaders lead by example by demonstrating our values

The numbers on this slide represent the Colleague Engagement KPI score. (e.g. where employees feel that their voice counts, their engagement score is 85% compared to the average of 72%).

# All questions: Sense of team

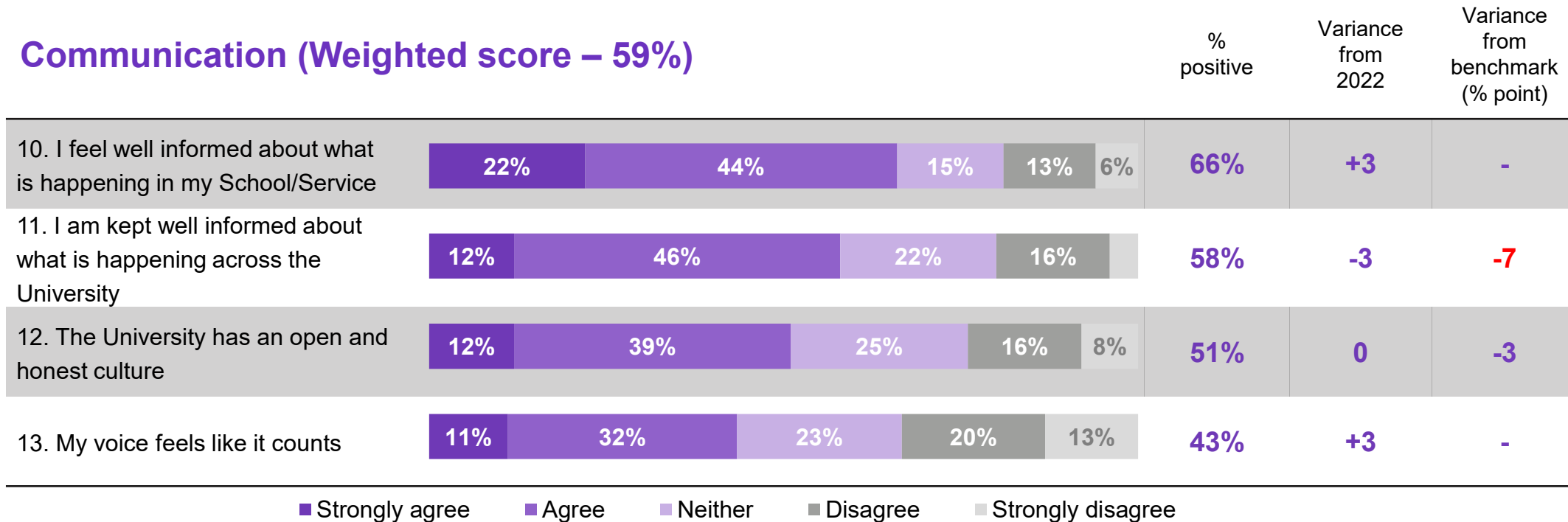
## Sense of team (Weighted score – 68%)



The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

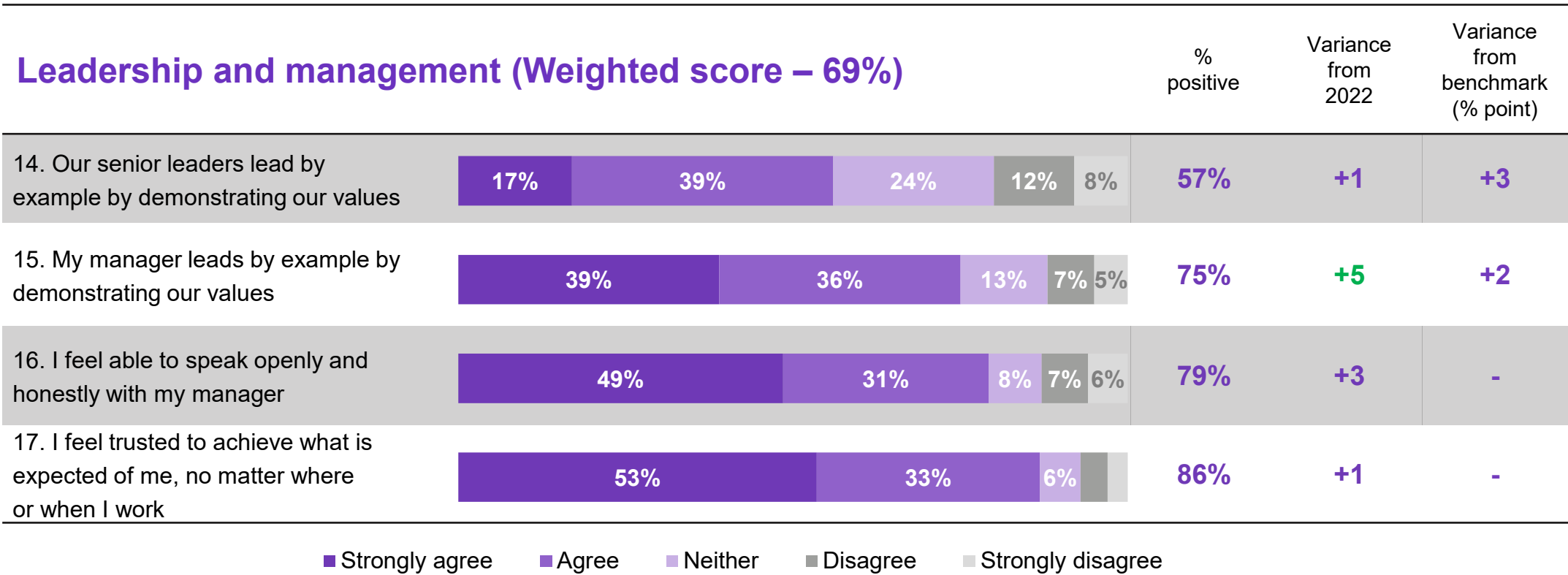
# All questions: Communication

## Communication (Weighted score – 59%)



The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

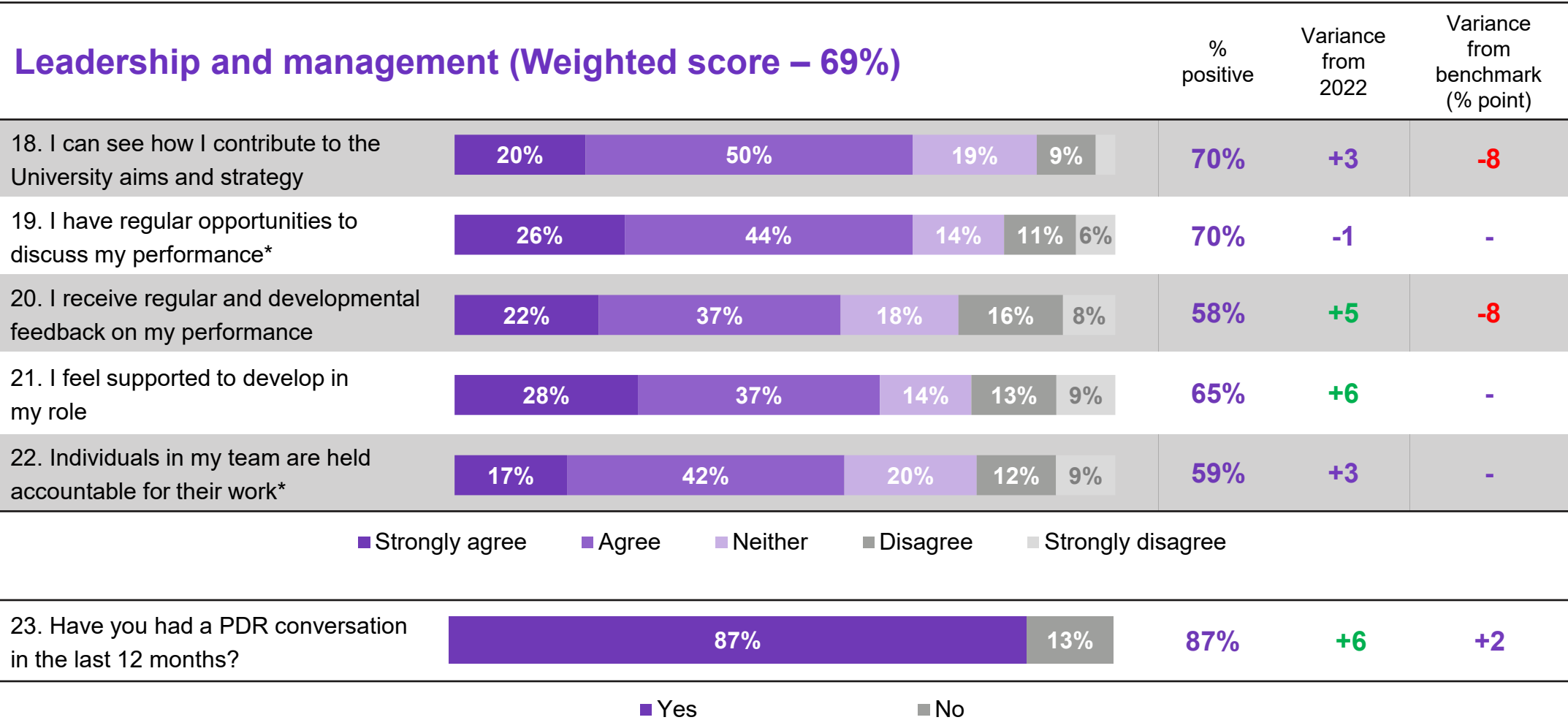
# All questions: Leadership and management (I)



The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.



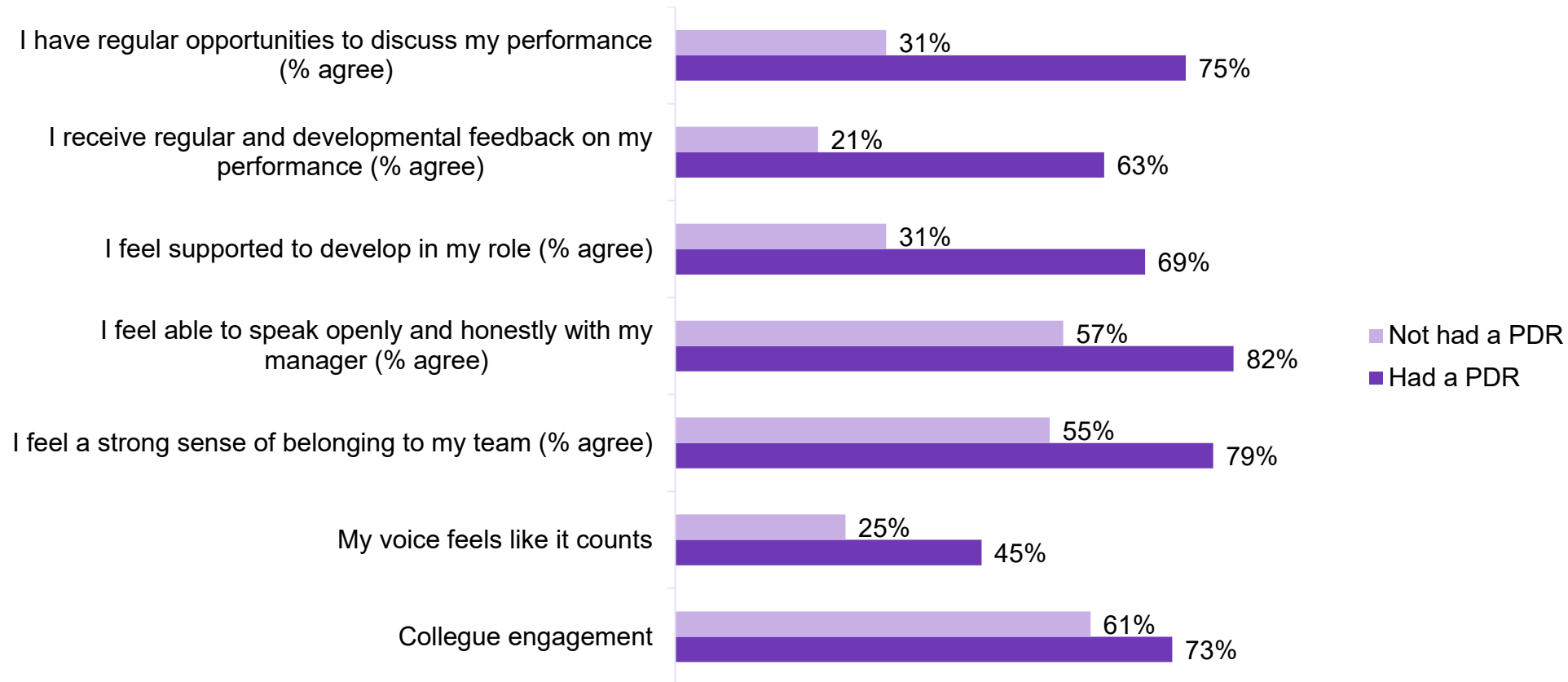
# All questions: Leadership and management (II)



\* Slight wording change since 2022 (from: *I have regular opportunities to discuss my performance with my manager / My manager holds individuals in my team accountable for their work*)

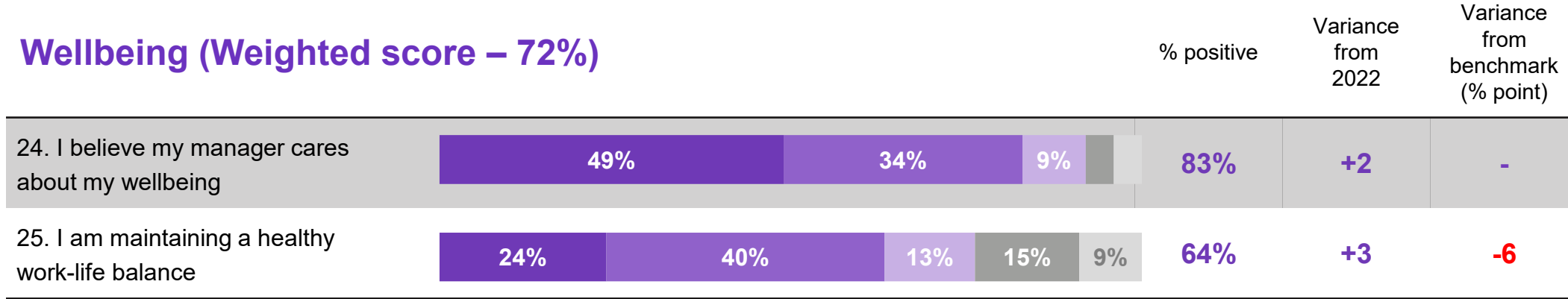
# Colleagues who have had a PDR in the last 12 months are more likely to hold positive views...

Colleagues who have had a PDR are 44% points more likely to say they have regular opportunities to discuss their performance than those who have not had a PDR. They receive regular feedback on performance, feel more supported, feel able to speak openly and honestly with their manager, feeling a strong sense of belonging to their team, feeling their voice counts, and they are more engaged.



# All questions: Wellbeing

## Wellbeing (Weighted score – 72%)

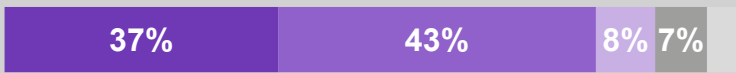



Strongly agree
  Agree
  Neither
  Disagree
  Strongly disagree

The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

# All questions: Equality, diversity and inclusion

## Equality, diversity and inclusion (Weighted score – 73%)


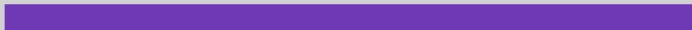





		% positive	Variance from 2022	Variance from benchmark (% point)
26. I am treated with fairness and respect at work*		80%	+3	0
27. I believe the University is taking meaningful action to advance and promote equality, diversity & inclusion		69%	-2	-3

■ Strongly agree  
 ■ Agree  
 ■ Neither  
 ■ Disagree  
 ■ Strongly disagree

The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

\*Slight wording change since 2022 (from: *I am treated with fairness and respect at Leeds Beckett University*)

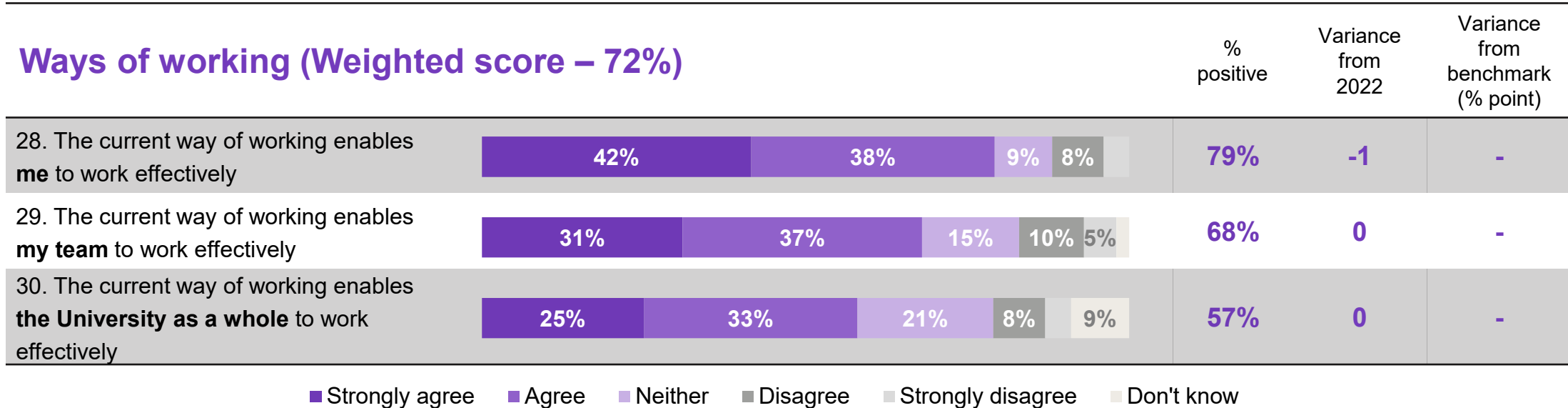
# All questions: Ways of working (I)

Ways of working		% answered	Variance from 2022	Variance from benchmark (% point)
<b>Colleagues were asked to select the option that best describes their current working arrangements</b>				
Mostly working remotely		31%	-6	-
Working about half and half		34%	+2	-
Mostly working on campus		22%	+5	-
Working on campus all of the time		12%	-1	-
<b>Colleagues were asked to select the option that best describes how often they are working on campus compared with 12 months ago*</b>				
More of the time		35%	N/A*	-
About the same		62%	N/A*	-
Less of the time		4%	N/A*	-

\*New question for 2023

# All questions: Ways of working (II)

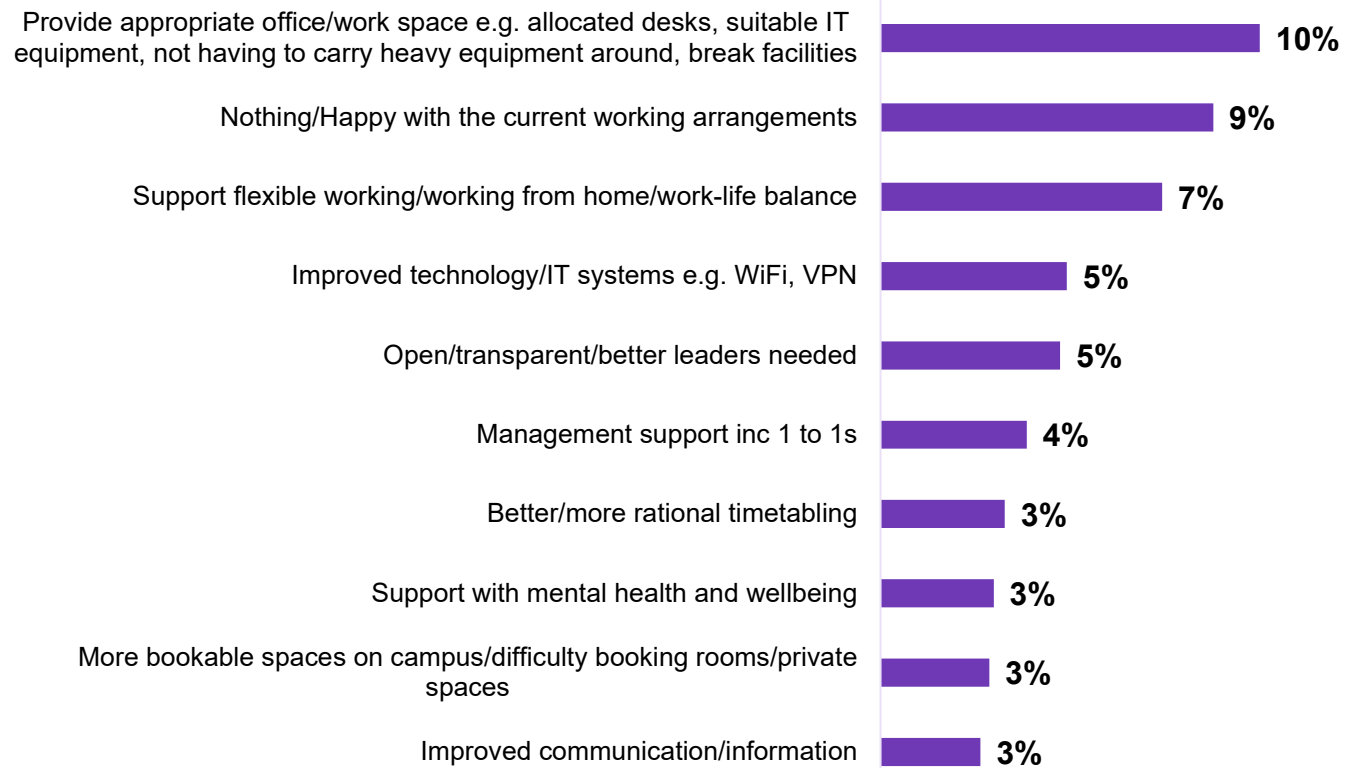
## Ways of working (Weighted score – 72%)



The weighted score above is calculated by applying a weighting to each response on the 5-point agreement scale (see page 4 for a description). This approach means that a score of 100% is equivalent to all respondents saying strongly agree to all questions in the theme, while a score of 0% is equivalent to all respondents saying strongly disagree to all questions.

# How could we improve your working arrangements to support you to be as effective as possible? (Top 10)

This question was asked in an open text format. The percentages below represent the most common themes coded from the comments. **Note, 53% did not provide a comment.**

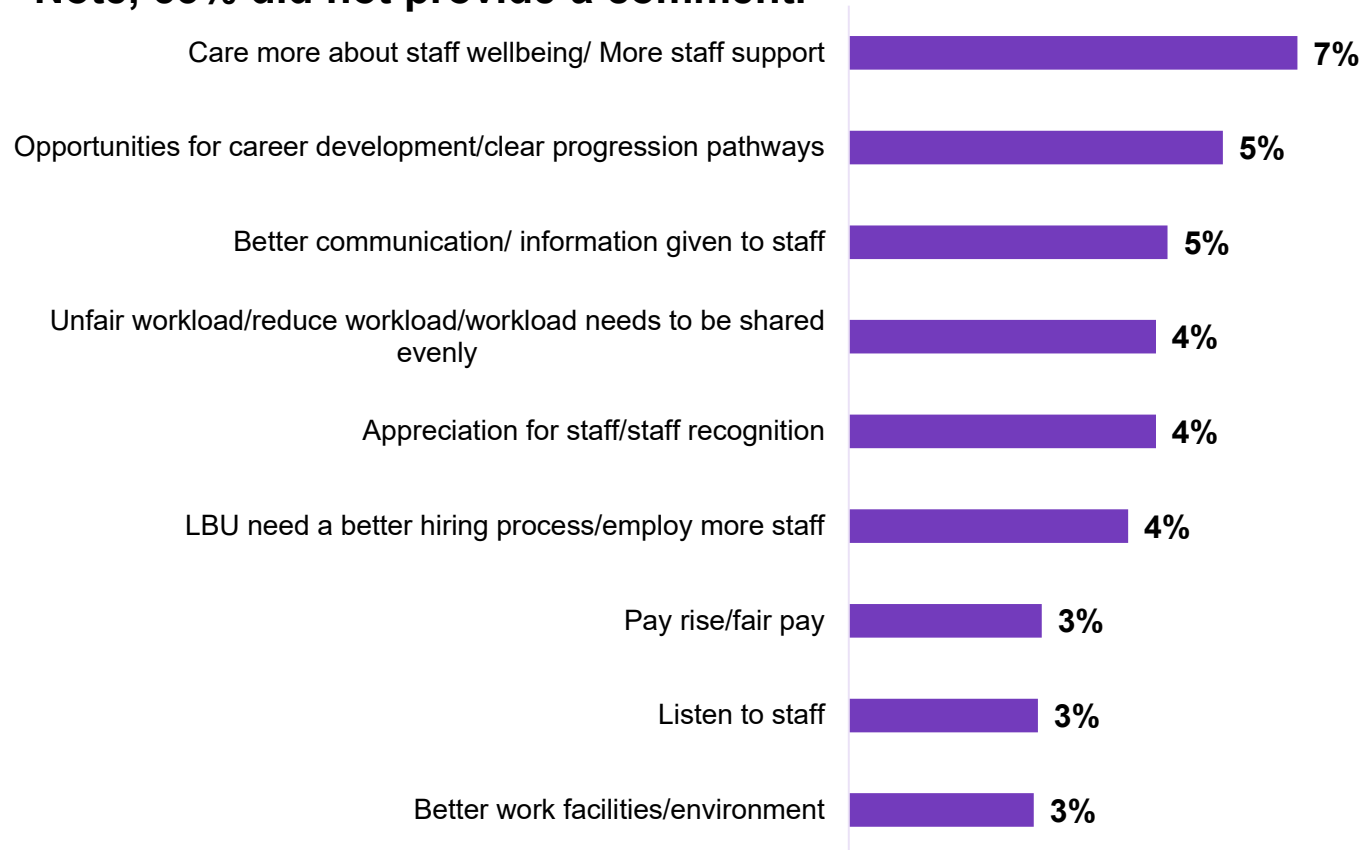


2022 ranking	Academic	Support
-	10%	10%
4th	6%	10%
-	3%	10%
-	5%	5%
-	7%	3%
-	6%	3%
-	7%	1%
14th	4%	2%
-	3%	2%
6th	3%	2%

Where possible, the chart shows a maximum of the top 10 themes. Where at least 10 themes were not identified, fewer bars will be shown.

# In terms of your overall job satisfaction, what one thing could the University do differently? (Top 10)

This question was asked in an open text format. The percentages below represent the most common themes coded from the comments. **Note, 53% did not provide a comment.**



2022 ranking	Academic	Support
9th	7%	6%
1st	6%	5%
2nd	4%	5%
4th	6%	3%
10th	6%	3%
6th	4%	4%
3rd	3%	3%
8th	3%	3%
-	3%	2%

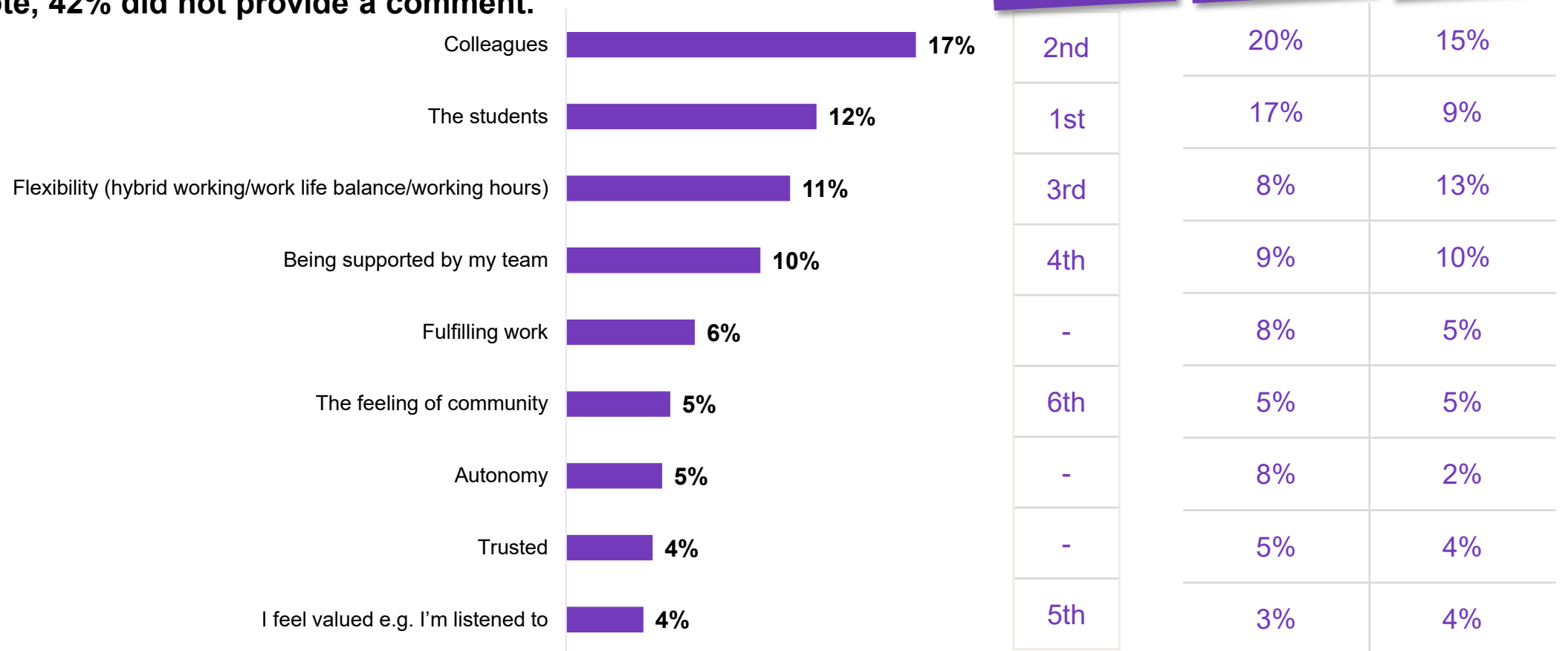
Where possible, the chart shows a maximum of the top 10 themes. Where at least 10 themes were not identified, fewer bars will be shown.



# What one thing do you value most about working at the University?

This question was asked in an open text format. The percentages below represent the most common themes coded from the comments.

**Note, 42% did not provide a comment.**



Where possible, the chart shows a maximum of the top 10 themes. Where at least 10 themes were not identified, fewer bars will be shown.

# For more information

**Jenna Allen, Research Director**

[jallen@djsresearch.com](mailto:jallen@djsresearch.com)

**Tanya Colbran, Research Manager**

[tcolbran@djsresearch.com](mailto:tcolbran@djsresearch.com)



Part of the DJS Research group

**Head office:** 3 Pavilion Lane, Strines,  
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**Leeds office:** 2 St. David's Court,  
David Street, Leeds, LS11 5QA

+44 (0)1663 767 857  
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