

UKRI People Survey 2022: ESRC report

May 2022

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1. Background and methodology



Background and methodology

The UKRI People Survey was made available to all colleagues across UKRI via the following methods:

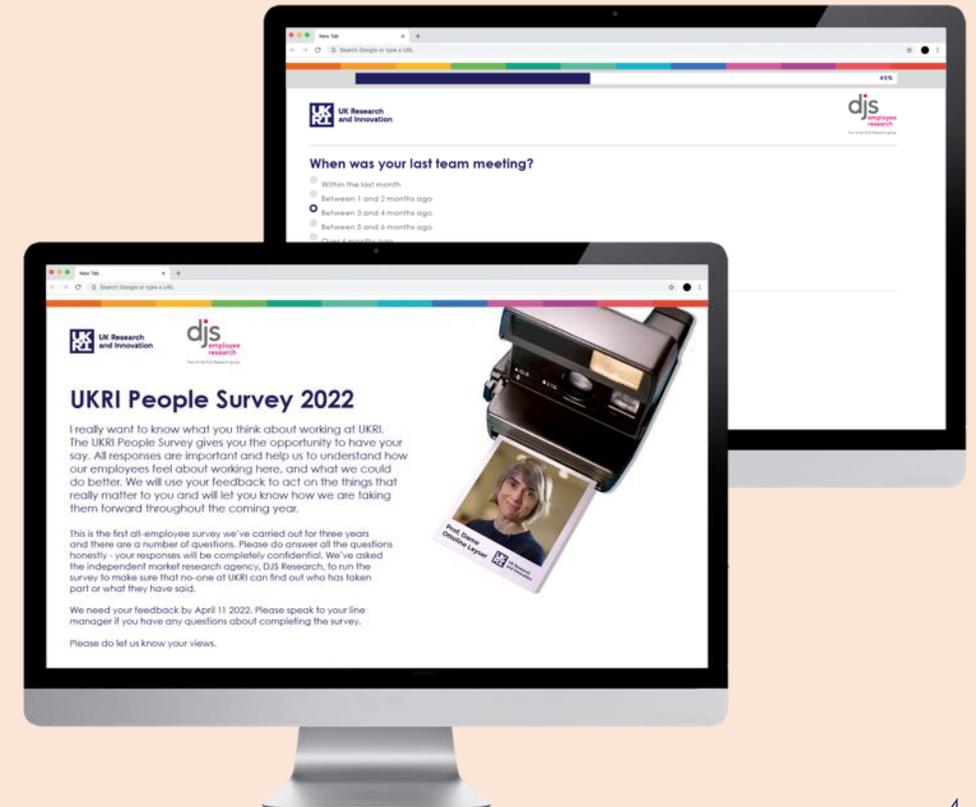
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

The survey was live between **7** and **29 April 2022**.

This report provides a summary of the results for **ESRC**, with comparisons to the UKRI average.

The survey questions were designed in close consultation with colleagues across UKRI through focus groups and a user-testing pilot. The survey explored topics such as:

- Engagement
- Line management and senior leadership
- Learning and development
- Performance management
- Organisational objectives and purpose
- Team working
- Pay and benefits
- Resources and workload
- Inclusion and fair treatment, discrimination, bullying and harassment
- Wellbeing



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 % (percent) positive, % (percent) neutral or % (percent) negative, there may be instances where the results do not total 100 percent.

% (percent) 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.

Confidentiality

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

Council/area labelling

Some questions within the survey asked colleagues to consider their council or area specifically and not UKRI as a whole. Throughout this report, where we show the term **[council/area]**, this indicates where a question was asked of a person’s council or area and not UKRI as a whole.

2. Headline findings



Average scores per survey theme (1)

Engagement with UKRI	Engagement with [council/area]	My work	Organisational objectives and purpose	My manager
59% Difference to UKRI +1%	70% Difference to UKRI +1%	70% Difference to UKRI -4%	64% Difference to UKRI +2%	76% Difference to UKRI +2%
Support for managers	My team	Learning and development	Pay and benefits	Resources and workload
73% Difference to UKRI +2%	83% Difference to UKRI +2%	53% Difference to UKRI -2%	45% Difference to UKRI +5%	65% Difference to UKRI -2%

The scores shown above are calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 percent is equivalent to all colleagues saying strongly disagree to all questions.

Average scores per survey theme (2)

Inclusion and fair treatment	Wellbeing	Senior leadership within UKRI	Senior leadership within [council/area]
73% Difference to UKRI 0%	70% Difference to UKRI +2%	56% Difference to UKRI -1%	64% Difference to UKRI +3%
Managing change	Organisational culture	Experienced discrimination	Experienced bullying or harassment
50% Difference to UKRI 0%	72% Difference to UKRI -2%	3% Difference to UKRI -2%	7% Difference to UKRI 0%

The scores shown above are calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 percent is equivalent to all colleagues saying strongly disagree to all questions.

Comparisons to the UKRI average

Response rate: 77%

No. of responses: 156 of 202

Questions scoring most positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
In general, how often do you discuss your personal wellbeing and/or work-related stress with your manager? (% at least monthly)	83%	+17 ↑
Overall, how anxious did you feel yesterday? (% score 6-10)	48%	+14 ↑
In general, how often do you discuss your development needs and career goals with your manager? (% at least monthly)	36%	+10 ↑
I would recommend UKRI as a great place to work	72%	+10 ↑
I feel that change is managed well in [council/area]	43%	+8 ↑

Questions scoring least positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
My work gives me a sense of personal accomplishment	66%	-12 ↓
I feel involved in the decisions that affect my work	49%	-12 ↓
I am able to access the right learning and development opportunities for my current role when I need to	52%	-10 ↓
I am sufficiently challenged by my work	72%	-9 ↓
Learning and development activities I have completed in the past 12 months have helped to improve my performance	43%	-9 ↓

Questions with the strongest responses

Strengths: What are colleagues most positive about?

Most positively scoring questions 	% (percent) positive (net agree)
I am treated with respect by the people I work with	95%
My manager trusts me to do my job effectively, even if I am not working from the same location as them	94%
My manager is considerate of my life outside work	92%
I am trusted to carry out my job effectively	92%
I have the skills I need to do my job effectively	90%

Areas of concern: What are colleagues most negative about?

Most negatively scoring questions 	% (percent) negative (net disagree)
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	53%
There are opportunities for promotion within my current role	51%
I feel that my pay adequately reflects my performance	46%
During the last 12 months, I have felt unwell as a result of work-related stress (% agree)	36%
I get to find out the reasons behind key changes that happen across UKRI	35%

Note: only agree/disagree scale questions asked to all colleagues are included in this analysis. Yes/no questions and agree/disagree scale questions not asked to all have been excluded to ensure consistent and like for like comparisons.

3. Employee engagement



Engagement with UKRI

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Engagement with UKRI index score*		59%	+1
I am proud when I tell others I am part of UKRI		71%	+7 ↑
I would recommend UKRI as a great place to work		72%	+10 ↑
I feel a strong personal attachment to UKRI		33%	+1
UKRI inspires me to do the best in my job		42%	+2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

*The employee engagement index is calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all respondents saying strongly agree to the four questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all four questions.

Engagement with ESRC

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Engagement with ESRC index score*		70%	+1
I am proud when I tell others I am part of ESRC		85%	+4
I would recommend ESRC as a great place to work		76%	+4
I feel a strong personal attachment to ESRC		58%	-1
ESRC inspires me to do the best in my job		60%	0

Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

*The employee engagement index is calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all respondents saying strongly agree to the four questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all four questions.

4. Open text themes



What one change would improve your working life at UKRI?



Base: All respondents. Only showing responses of 2% and above. 4% Other, 0% Don't know, 46% No comment.

5. All questions by survey theme



My work

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My work index score		70%	-4
I am interested in my work		85%	-7 ↓
I am sufficiently challenged by my work		72%	-9 ↓
My work gives me a sense of personal accomplishment		66%	-12 ↓
I feel involved in the decisions that affect my work		49%	-12 ↓
I am recognised for the way in which I approach my work, not just for what I contribute		60%	-3
I have a choice in deciding how I do my work		78%	-5 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Organisational objectives and purpose



						% (percent) positive	Difference to UKRI average (% point)
Organisational objectives and purpose index score						64%	+2
I have a clear understanding of UKRI's objectives	12%	51%	21%	13%		63%	+8 ↑
I understand how my work contributes to UKRI's objectives	12%	47%	27%	12%		59%	+1
UKRI motivates me to help it achieve its objectives		20%	47%	22%	10%	22%	-4
I have a clear understanding of ESRC's objectives*	25%	53%	13%	8%		78%	+3
I understand how my work contributes to ESRC's objectives*	31%	48%	14%	5%		79%	+1
ESRC motivates me to help it achieve its objectives*	15%	34%	34%	14%		49%	-1

Base: All respondents (*excluding UKRI Corporate Hub). Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My manager (1)



		% (percent) positive	Difference to UKRI average (% point)
My manager index score		76%	+2
My manager motivates me to be more effective in my job		71%	0
My manager is considerate of my life outside work		92%	+2
My manager is open to my ideas		88%	0
My manager recognises when I have done my job well		81%	-2
I receive regular feedback on my performance		66%	+2
My manager trusts me to do my job effectively, even if I am not working from the same location as them		94%	0

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My manager (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My manager index score		76%	+2
The feedback I receive helps me to improve my performance		70%	+2
I think that my performance is evaluated fairly		76%	+4
Poor performance is dealt with effectively in my team		39%	+1
The one-to-one conversations I have with my manager are helping me to achieve my full potential		69%	+5

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Performance management



		% (percent) at least monthly	Difference to UKRI average (% point)
In general, how often do you discuss the following with your manager?			
How well you're meeting your objectives		44%	+1
Your development needs and career goals		36%	+10↑
Your personal wellbeing and/or work-related stress		83%	+17↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Support for managers

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Support for managers index score		73%	+2
I feel confident in supporting the health, safety and wellbeing of the people I manage		92%	+2
I feel confident in addressing poor performance in my team		69%	+4
I receive, or have access to, the training I need in order to be an effective manager		73%	+5

Base: All respondents who line manage or supervise others. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My team

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My team index score		83%	+2
The people in my team can be relied upon to help when things get difficult in my job		86%	-1
The people in my team work together to find ways to improve the service we provide		87%	+1

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Learning and personal development



		% (percent) positive	Difference to UKRI average (% point)
Learning and personal development index score		53%	-2
I am able to access the right learning and development opportunities for my current role when I need to		52%	-10 ↓
Learning and development activities I have completed in the past 12 months have helped to improve my performance		43%	-9 ↓
There are opportunities for me to develop in my career across UKRI		42%	+3
There are opportunities for promotion within my current role		20%	-1
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career		35%	-8 ↓
I think my current job makes the most of my skills and strengths		48%	-8 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Pay and benefits

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Pay and benefits index score		45%	+5
I feel that my pay adequately reflects my performance		31%	+6 ↑
I am satisfied with the total benefits package		37%	+2
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable		31%	0
Compared to people doing a similar job in other organisations, I feel my pay is reasonable		20%	+3

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Resources and workload

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Resources and workload index score		65%	-2
I can find the information I need to do my job effectively		62%	-5 ↓
Organisational processes support me to work efficiently		38%	-1
I have clear work objectives		70%	-8 ↓
I have the skills I need to do my job effectively		90%	-2
I have access to the tools and equipment I need to do my job effectively		71%	-8 ↓
I have an acceptable workload		54%	-6 ↓
I achieve a good balance between my work life and my private life		69%	+2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Inclusion and fair treatment

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Inclusion and fair treatment index score		73%	0
I am treated fairly at work		88%	+4
I am treated with respect by the people I work with		95%	+6 ↑
I feel valued for the work I do		75%	+4
I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)		69%	-4
I feel able to challenge inappropriate behaviour in the workplace		57%	-6 ↓
UKRI is committed to creating a diverse and inclusive workplace		65%	-6 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

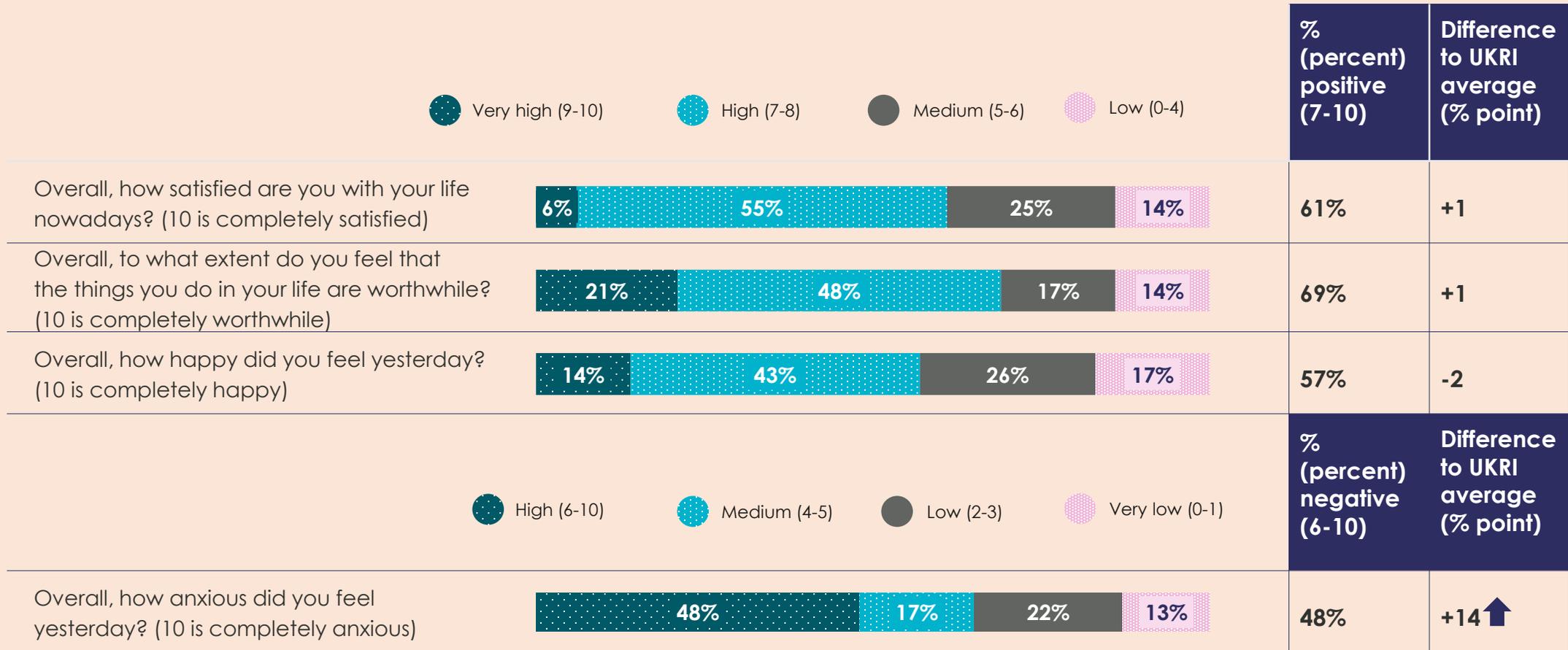
Discrimination, bullying and harassment

● Yes, while working within UKRI
 ● Yes, while working for a different organisation
 ● No
 ● Prefer not to say

			% (percent) yes, while working within UKRI	Difference to UKRI average (% point)
Have you been discriminated against at work during the past 12 months?		91%	3%	-2
Have you been bullied or harassed at work during the past 12 months?		90%	7%	0

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (1)



Base: All respondents, excluding prefer not to say. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (2)

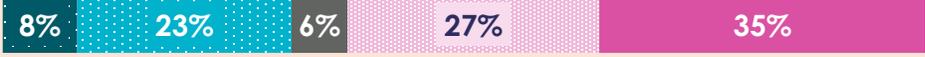


		% (percent) positive	Difference to UKRI average (% point)
In general, how would you rate your overall mental health now?		62%	-2
In general, how would you rate your overall physical health now?		65%	-1

Base: All respondents, excluding prefer not to say. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (3)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Wellbeing index score		70%	+2
UKRI cares about my wellbeing		56%	-1
My manager creates a positive atmosphere at work which supports my health and wellbeing		78%	+5 ↑
During the last 12 months, I have felt unwell as a result of work-related stress*		48%	-3
In the last 12 months, I have experienced musculoskeletal problems (MSD)*		62%	0

Base: All respondents (*excluding prefer not to say). Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within UKRI (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

					% (percent) positive	Difference to UKRI average (% point)	
Senior leadership within UKRI index score					56%	-1	
The Senior Leadership Team in UKRI are sufficiently visible	8%	42%	26%	17%	6%	51%	+4
I believe the actions of the UKRI Senior Leadership Team are consistent with UKRI's values	8%	35%	45%	11%		43%	0
I believe that UKRI's Senior Leadership Team have a clear vision for the future of UKRI	8%	34%	43%	10%		42%	-2
Overall, I have confidence in the decisions made by UKRI's Senior Leadership Team	6%	29%	46%	14%	5%	35%	-3
The Senior Leadership Team in UKRI keeps me informed about matters that affect me	8%	47%	31%	11%		56%	+7 

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within UKRI (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

			% (percent) positive	Difference to UKRI average (% point)
Senior leadership within UKRI index score			56%	-1
The communication we receive from UKRI's Senior Leadership Team is honest and open			44%	-4
I feel positive about the future of UKRI			42%	-5 ↓
I believe that the UKRI Senior Leadership Team will take action on the results from this survey			38%	-1
I think the senior leaders in UKRI took effective action on the results of the last survey in 2019			10%	-5 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within ESRC (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Senior leadership within ESRC index score		64%	+3
The Senior Leadership Team in ESRC are sufficiently visible		67%	+7 ↑
I believe the actions of ESRC's Senior Leadership Team are consistent with ESRC's values		65%	+5 ↑
I believe that the Senior Leadership Team have a clear vision for the future of ESRC		55%	-2
Overall, I have confidence in the decisions made by ESRC's Senior Leadership Team		56%	+2

Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within ESRC (2)



		% (percent) positive	Difference to UKRI average (% point)
Senior leadership within ESRC index score		64%	+3
The Senior Leadership Team at ESRC keeps me informed about matters that affect me		55%	-1
The communication we receive from ESRC's Senior Leadership Team is honest and open		57%	+2
I believe that the Senior Leadership Team in ESRC will take action on the results from this survey		47%	+3
I think the senior leaders in ESRC took effective action on the results of the last survey in 2019		18%	-2

Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Managing change (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Managing change index score		50%	0
I feel that change is managed well in ESRC		43%	+8 ↑
I feel that change is managed well in UKRI as a whole		22%	-2
As an organisation, UKRI adapts well to change		25%	-2
When changes are made across UKRI they are usually for the better		16%	-8 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Managing change (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Managing change index score		50%	0
I get to find out the reasons behind key changes that happen across UKRI		31%	+3
I understand what support is available to me as I am affected by change within UKRI		40%	+5 ↑
I have the opportunity to contribute my views before decisions are made that affect me		28%	+3
I think it is safe to challenge the way things are done across UKRI		34%	-4

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Organisational culture

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Organisational culture index score		72%	-2
I am trusted to carry out my job effectively		92%	-1
I believe I would be supported if I try a new idea, even if it may not work		71%	-7 ↓
I believe my opinion is valued at work		79%	-1
I feel welcome to express my true feelings at work		65%	-5 ↓
In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk		56%	-7 ↓

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Your plans for the future

		% (percent)	Difference to UKRI average (% point)
Which of the following statements most accurately reflects your current thoughts about working within UKRI?			
I want to leave UKRI as soon as possible		6%	+1
I want to leave UKRI within the next 12 months		15%	+1
I want to stay working within UKRI for at least the next year		37%	0
I want to stay working within UKRI for at least the next three years		43%	-2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

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