

UKRI People Survey 2022: NERC - Head Office report

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UK Research
and Innovation

djs
employee
research

Part of the DJS Research group



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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:

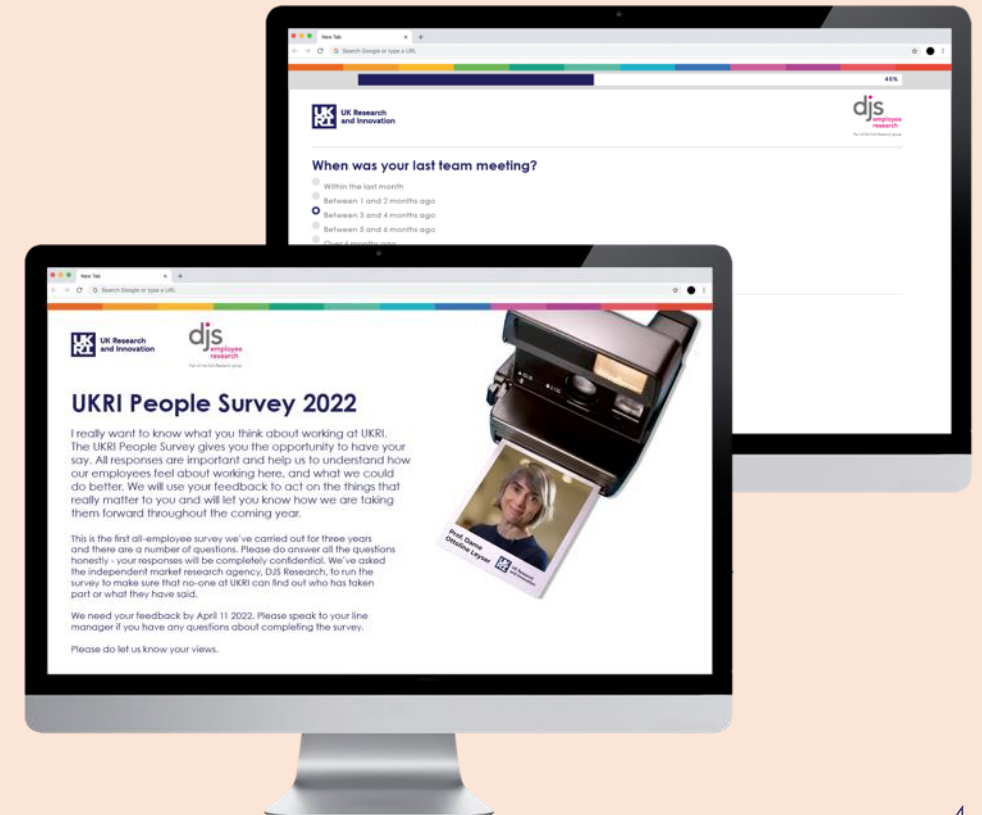
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

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

This report provides a summary of the results for **NERC - Head Office**, 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 60% Difference to UKRI +1% Difference to parent* +5%	Engagement with [council/area] 75% Difference to UKRI +6% Difference to parent* +15%	My work 72% Difference to UKRI -1% Difference to parent* -1%	Organisational objectives and purpose 67% Difference to UKRI +5% Difference to parent* +10%	My manager 77% Difference to UKRI +3% Difference to parent* +4%
Support for managers 69% Difference to UKRI -2% Difference to parent* -1%	My team 85% Difference to UKRI +4% Difference to parent* +5%	Learning and development 55% Difference to UKRI 0% Difference to parent* +2%	Pay and benefits 40% Difference to UKRI 0% Difference to parent* +8%	Resources and workload 67% Difference to UKRI +1% Difference to parent* +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.

*Parent = NERC

Average scores per survey theme (2)

Inclusion and fair treatment 72% Difference to UKRI -2% Difference to parent* 0%	Wellbeing 68% Difference to UKRI +1% Difference to parent* +3%	Senior leadership within UKRI 59% Difference to UKRI +2% Difference to parent* +3%	Senior leadership within [council/area] 64% Difference to UKRI +3% Difference to parent* +12%
Managing change 49% Difference to UKRI -1% Difference to parent* +1%	Organisational culture 71% Difference to UKRI -3% Difference to parent* 0%	Experienced discrimination 7% Difference to UKRI +2% Difference to parent* 0%	Experienced bullying or harassment 12% Difference to UKRI +5% Difference to parent* +3%

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.

*Parent = NERC

Comparisons to the UKRI average

Response rate: 81%


No. of responses: 165 of 204

Questions scoring most positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I feel a strong personal attachment to [council/area]	78%	+19 ↑
The Senior Leadership Team in [council/area] are sufficiently visible	78%	+19 ↑
In general, how often do you discuss your personal wellbeing and/or work-related stress with your manager? (% at least monthly)	82%	+16 ↑
I understand how my work contributes to [council/area]'s objectives	92%	+13 ↑
Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	+13 ↑


Questions scoring least positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I feel welcome to express my true feelings at work	57%	-12 ↓
I feel able to challenge inappropriate behaviour in the workplace	53%	-10 ↓
I believe I would be supported if I try a new idea, even if it may not work	68%	-10 ↓
I feel confident in supporting the health, safety and wellbeing of the people I manage	80%	-9 ↓
I feel involved in the decisions that affect my work	54%	-7 ↓

Questions with the strongest responses

Strengths: What are colleagues most positive about?

Most positively scoring questions		% (percent) positive (net agree)
I have the skills I need to do my job effectively		96%
My manager trusts me to do my job effectively, even if I am not working from the same location as them		95%
My manager is considerate of my life outside work		94%
I am trusted to carry out my job effectively		92%
I am interested in my work		92%

Areas of concern: What are colleagues most negative about?

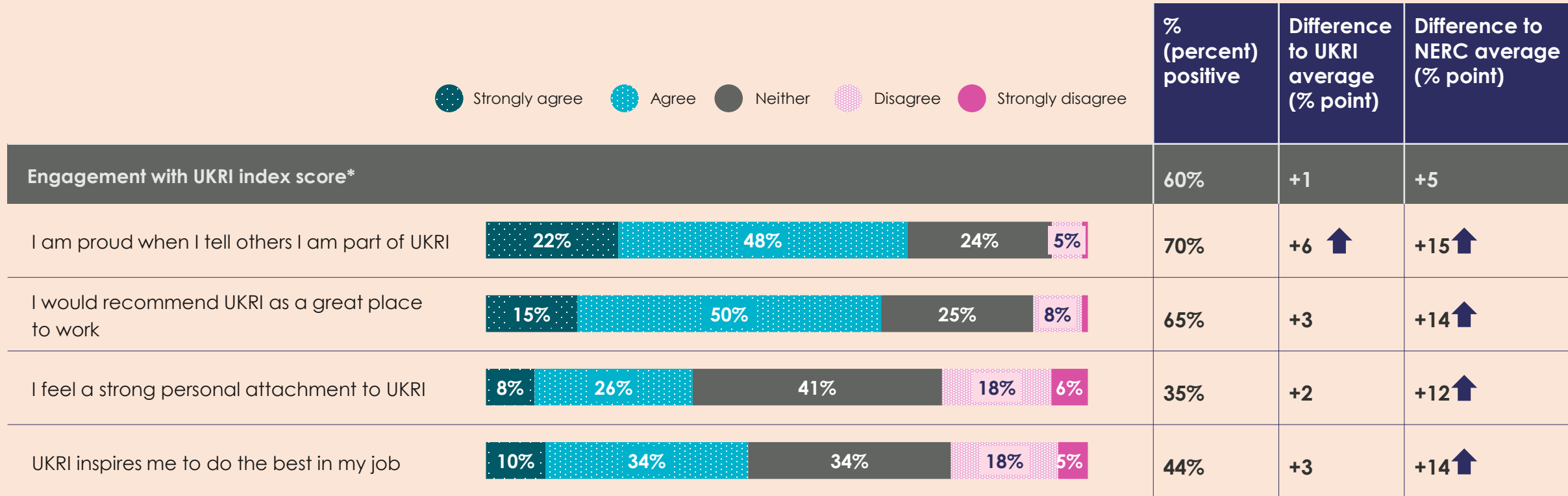
Most negatively scoring questions		% (percent) negative (net disagree)
There are opportunities for promotion within my current role		66%
Compared to people doing a similar job in other organisations, I feel my pay is reasonable		62%
I feel that my pay adequately reflects my performance		58%
I have the opportunity to contribute my views before decisions are made that affect me		46%
I am satisfied with the total benefits package		43%

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



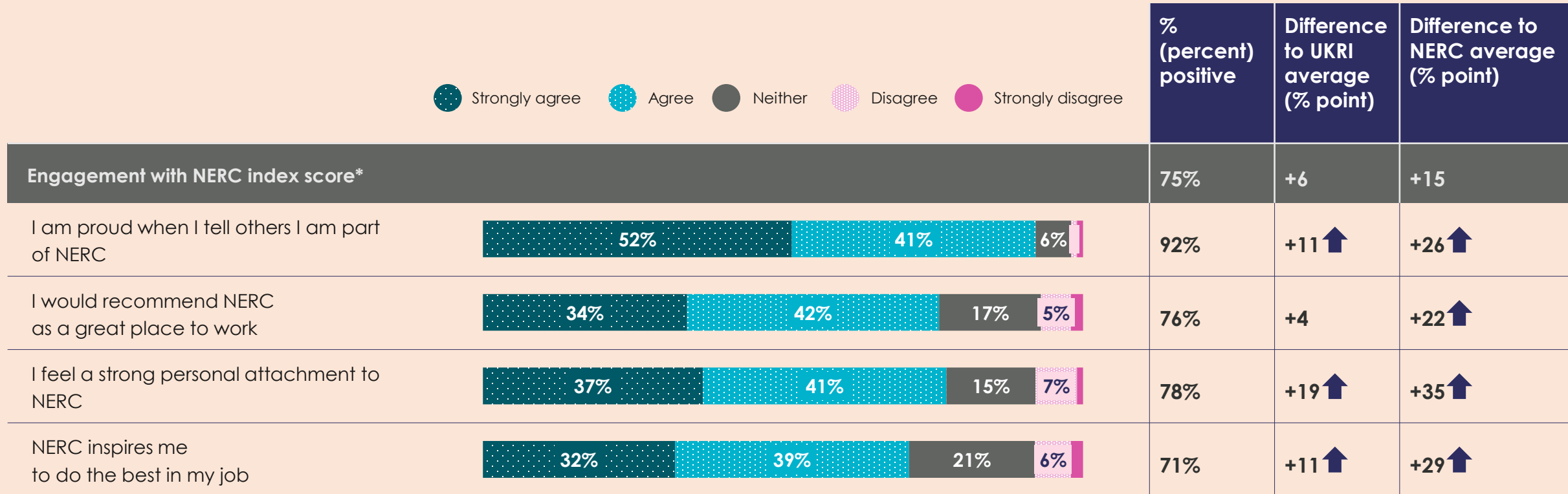
Engagement with UKRI



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 NERC



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. 3% Other, 0% Don't know, 38% No comment.

5. All questions by survey theme

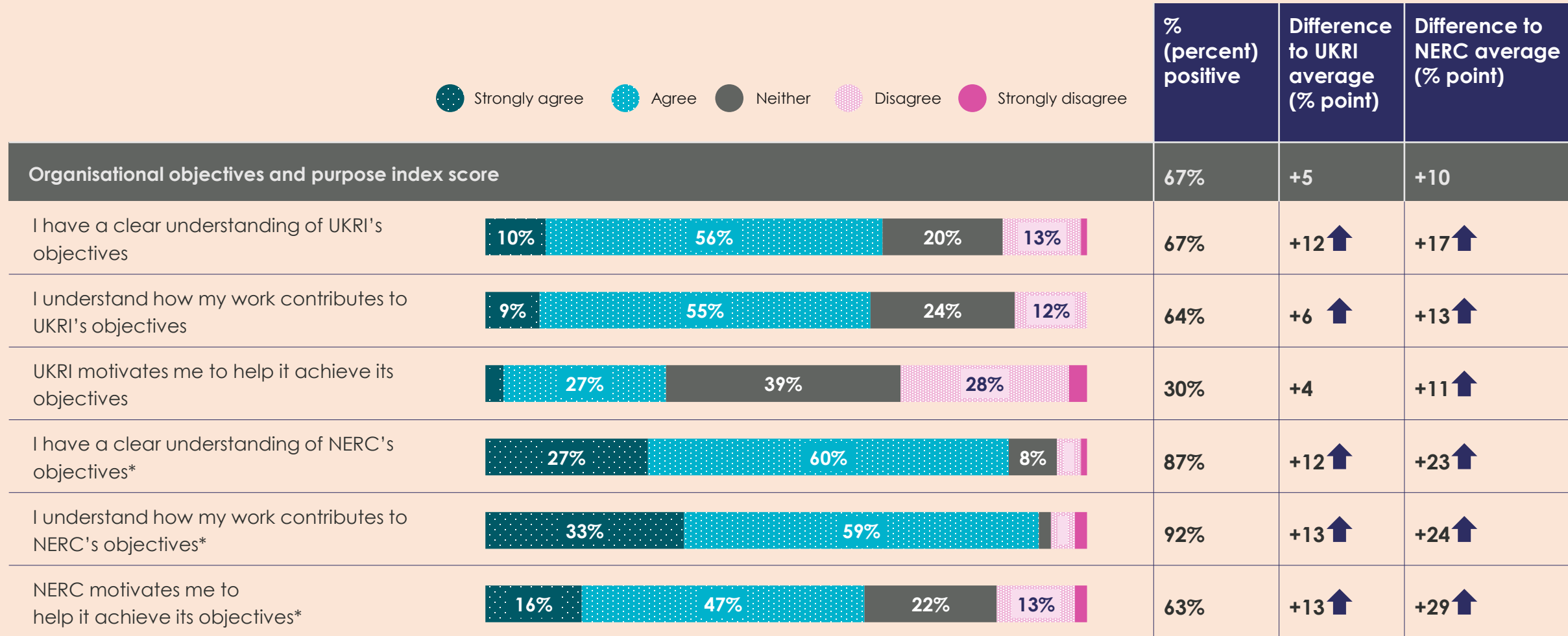


My work

		<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>	% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
My work index score			72%	-1	-1
I am interested in my work	<div> <div>50%</div> <div>42%</div> <div>5%</div> <div></div> <div></div> </div>		92%	0	-2
I am sufficiently challenged by my work	<div> <div>41%</div> <div>37%</div> <div>9%</div> <div>13%</div> <div></div> </div>		78%	-4	-3
My work gives me a sense of personal accomplishment	<div> <div>30%</div> <div>44%</div> <div>13%</div> <div>11%</div> <div></div> </div>		74%	-4	-4
I feel involved in the decisions that affect my work	<div> <div>17%</div> <div>37%</div> <div>18%</div> <div>20%</div> <div>8%</div> </div>		54%	-7 ↓	-3
I am recognised for the way in which I approach my work, not just for what I contribute	<div> <div>23%</div> <div>43%</div> <div>17%</div> <div>13%</div> <div></div> </div>		66%	+3	+7 ↑
I have a choice in deciding how I do my work	<div> <div>25%</div> <div>58%</div> <div>12%</div> <div></div> <div></div> </div>		84%	0	+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.

Organisational objectives and purpose



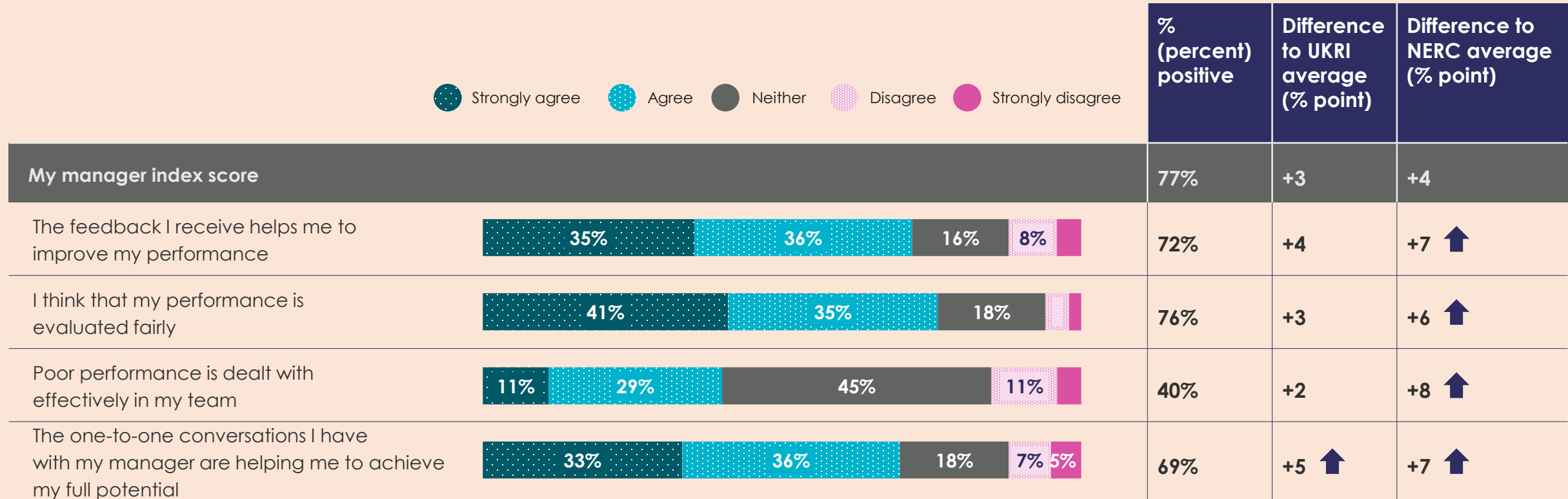
Base: All respondents (*excluding UKRI Corporate Hub). Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My manager (1)

		● Strongly agree ● Agree ● Neither ● Disagree ● Strongly disagree	% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
My manager index score			77%	+3	+4
My manager motivates me to be more effective in my job	33% 42% 12% 10% 5%		75%	+3	+7 ↑
My manager is considerate of my life outside work	61% 33% 5% 2% 1%		94%	+4	+6 ↑
My manager is open to my ideas	51% 39% 8% 2% 1%		90%	+2	+6 ↑
My manager recognises when I have done my job well	53% 30% 8% 6% 3%		83%	0	+3
I receive regular feedback on my performance	33% 38% 15% 12% 4%		70%	+6 ↑	+9 ↑
My manager trusts me to do my job effectively, even if I am not working from the same location as them	70% 25% 5% 1% 1%		95%	+2	+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.

My manager (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.

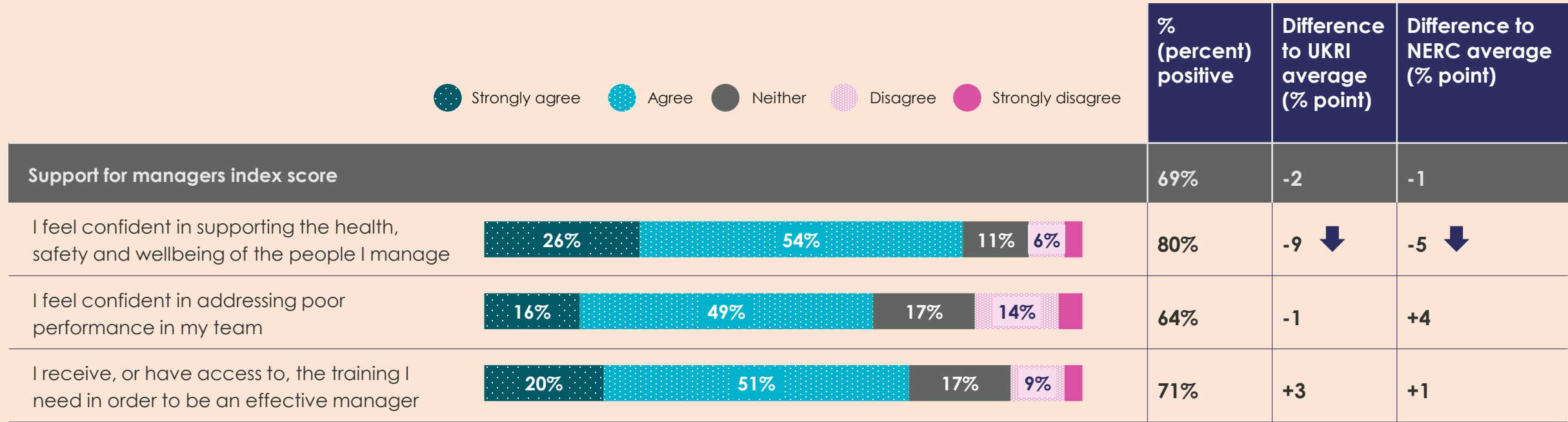
Performance management

Weekly
Monthly
Quarterly
Annually
Never

		% (percent) at least monthly	Difference to UKRI average (% point)	Difference to NERC average (% point)
In general, how often do you discuss the following with your manager?				
How well you're meeting your objectives	<p>12% 28% 36% 21% 7%</p>	41%	-3	-2
Your development needs and career goals	<p>6% 27% 32% 28% 7%</p>	33%	+7 ↑	+11 ↑
Your personal wellbeing and/or work-related stress	<p>49% 33% 9% 7%</p>	82%	+16 ↑	+20 ↑

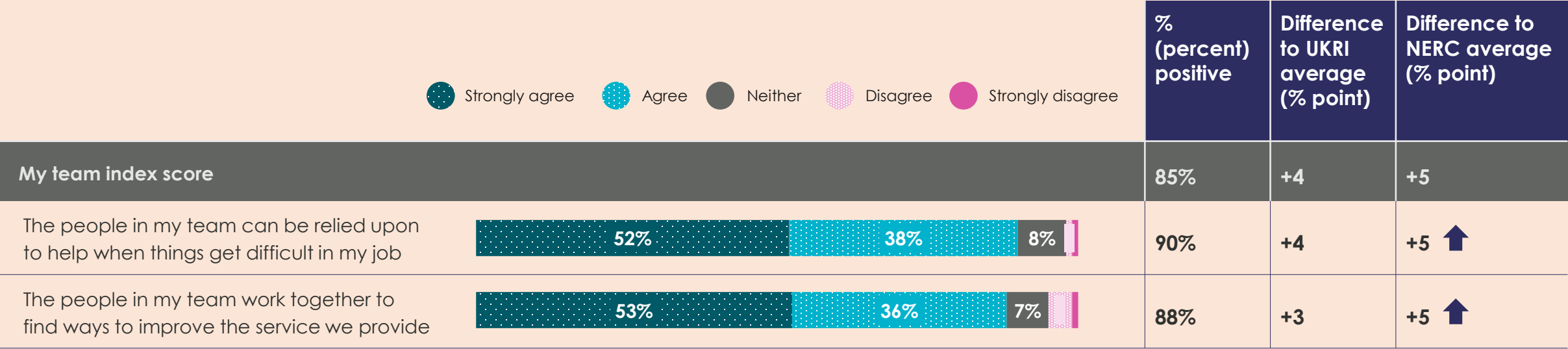
Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Support for managers



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



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

Strongly agree
Agree
Neither
Disagree
Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Learning and personal development index score		55%	0	+2
I am able to access the right learning and development opportunities for my current role when I need to		65%	+3	+2
Learning and development activities I have completed in the past 12 months have helped to improve my performance		65%	+13 ↑	+15 ↑
There are opportunities for me to develop in my career across UKRI		44%	+4	+11 ↑
There are opportunities for promotion within my current role		15%	-6 ↓	-3
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career		46%	+3	+5 ↑
I think my current job makes the most of my skills and strengths		54%	-2	-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.

Pay and benefits

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>				
Pay and benefits index score		40%	0	+8
I feel that my pay adequately reflects my performance	<div> <div>24%</div> <div>15%</div> <div>36%</div> <div>22%</div> </div>	27%	+2	+10↑
I am satisfied with the total benefits package	<div> <div>32%</div> <div>22%</div> <div>27%</div> <div>16%</div> </div>	35%	0	+8↑
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	<div> <div>30%</div> <div>29%</div> <div>22%</div> <div>15%</div> </div>	34%	+3	+13↑
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	<div> <div>16%</div> <div>18%</div> <div>35%</div> <div>28%</div> </div>	19%	+3	+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.

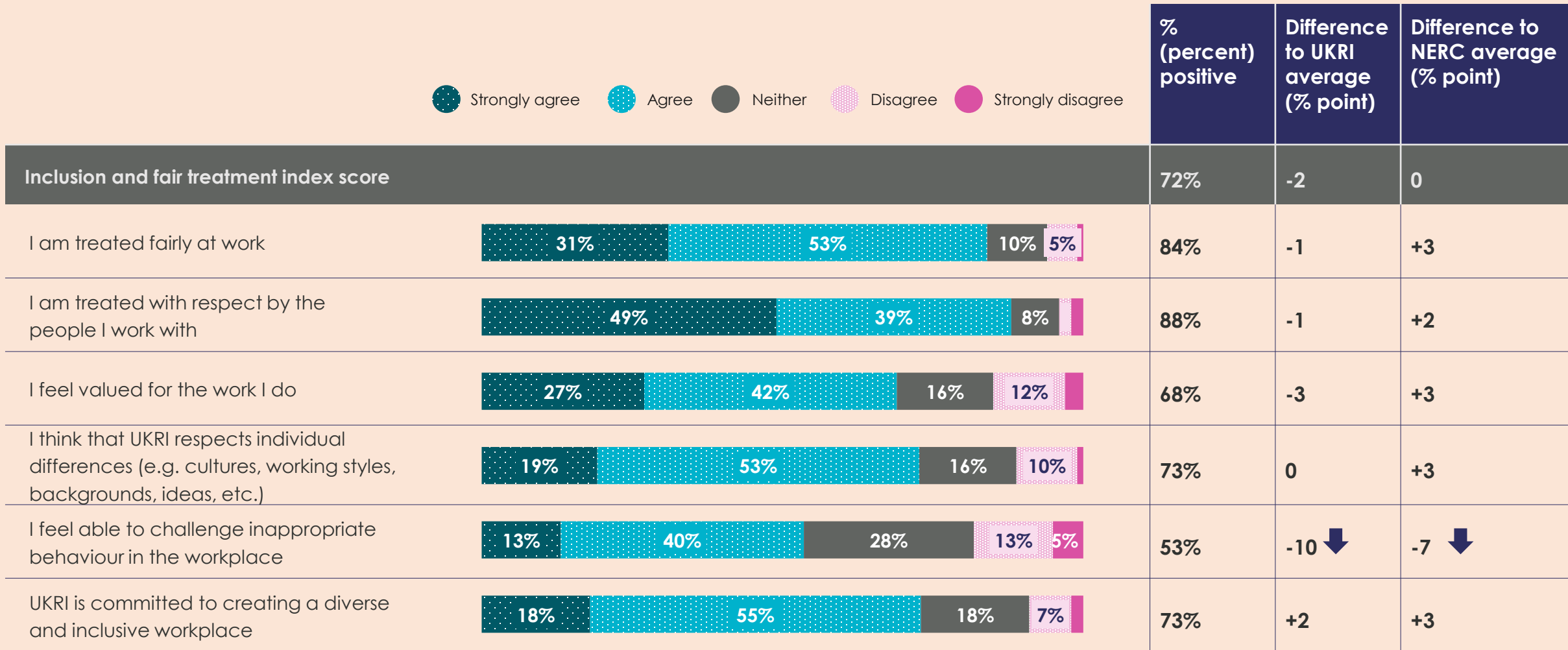
Resources and workload

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Resources and workload index score		67%	+1	+2
I can find the information I need to do my job effectively	<div> <div>8%</div> <div>56%</div> <div>18%</div> <div>18%</div> </div>	64%	-3	-5 ↓
Organisational processes support me to work efficiently	<div> <div>36%</div> <div>26%</div> <div>27%</div> <div>7%</div> </div>	40%	+1	+4
I have clear work objectives	<div> <div>22%</div> <div>64%</div> <div>8%</div> </div>	86%	+8 ↑	+8 ↑
I have the skills I need to do my job effectively	<div> <div>33%</div> <div>63%</div> </div>	96%	+4	+4
I have access to the tools and equipment I need to do my job effectively	<div> <div>16%</div> <div>68%</div> <div>12%</div> </div>	84%	+6 ↑	+5 ↑
I have an acceptable workload	<div> <div>6%</div> <div>51%</div> <div>21%</div> <div>16%</div> <div>6%</div> </div>	57%	-3	+5 ↑
I achieve a good balance between my work life and my private life	<div> <div>13%</div> <div>56%</div> <div>14%</div> <div>15%</div> </div>	69%	+2	+7 ↑

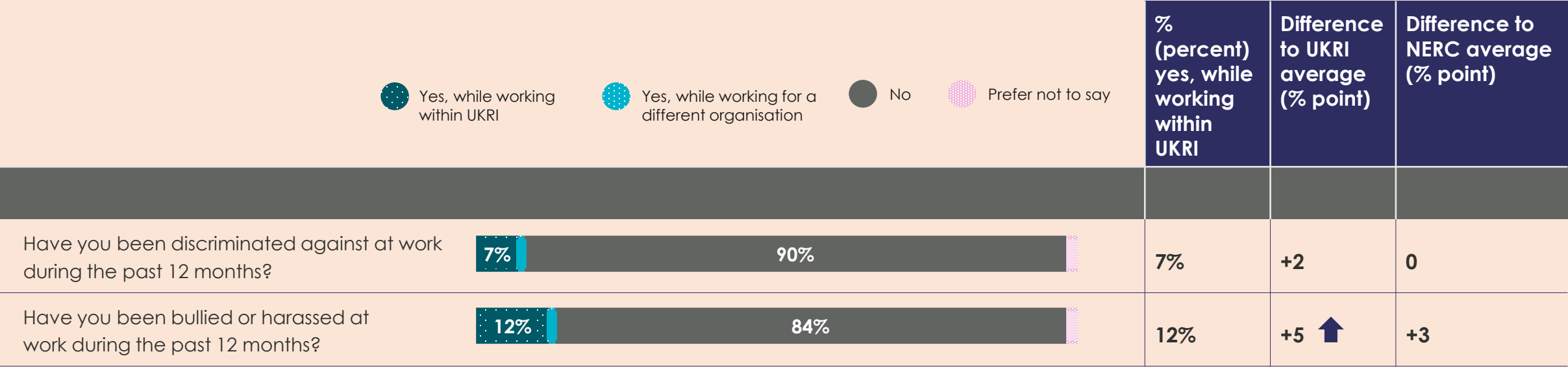
Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Inclusion and fair treatment



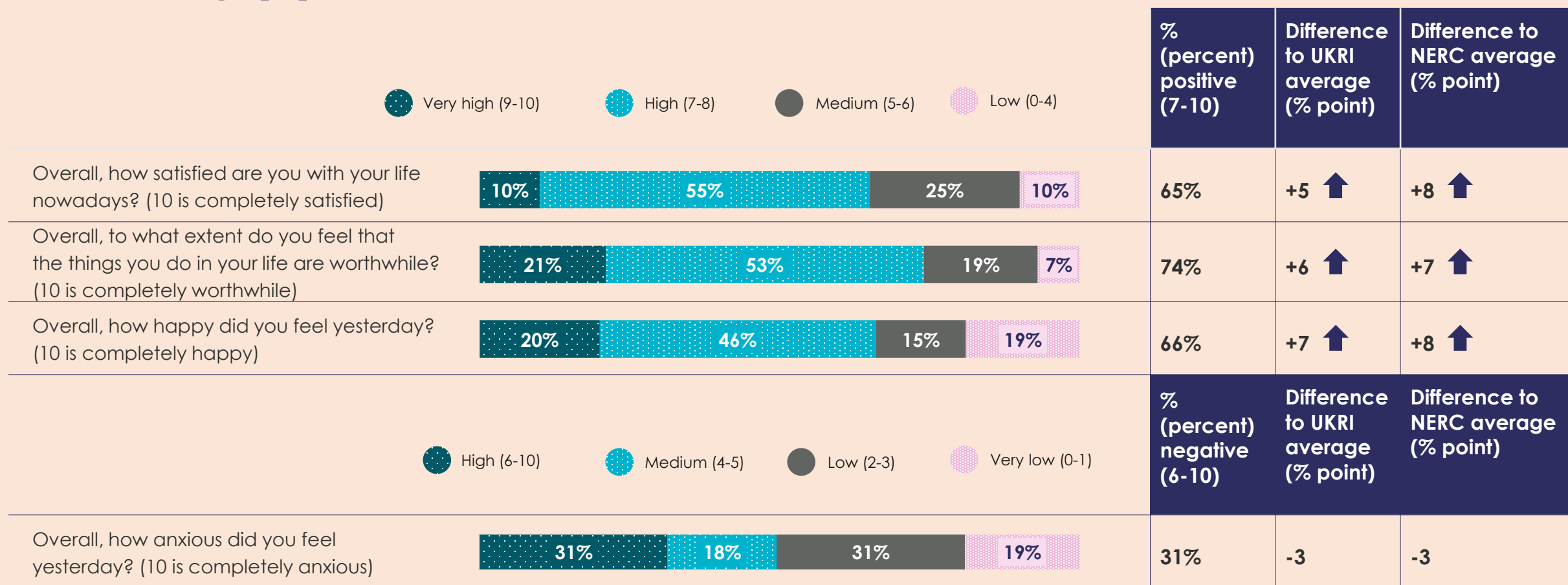
Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Discrimination, bullying and harassment



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)



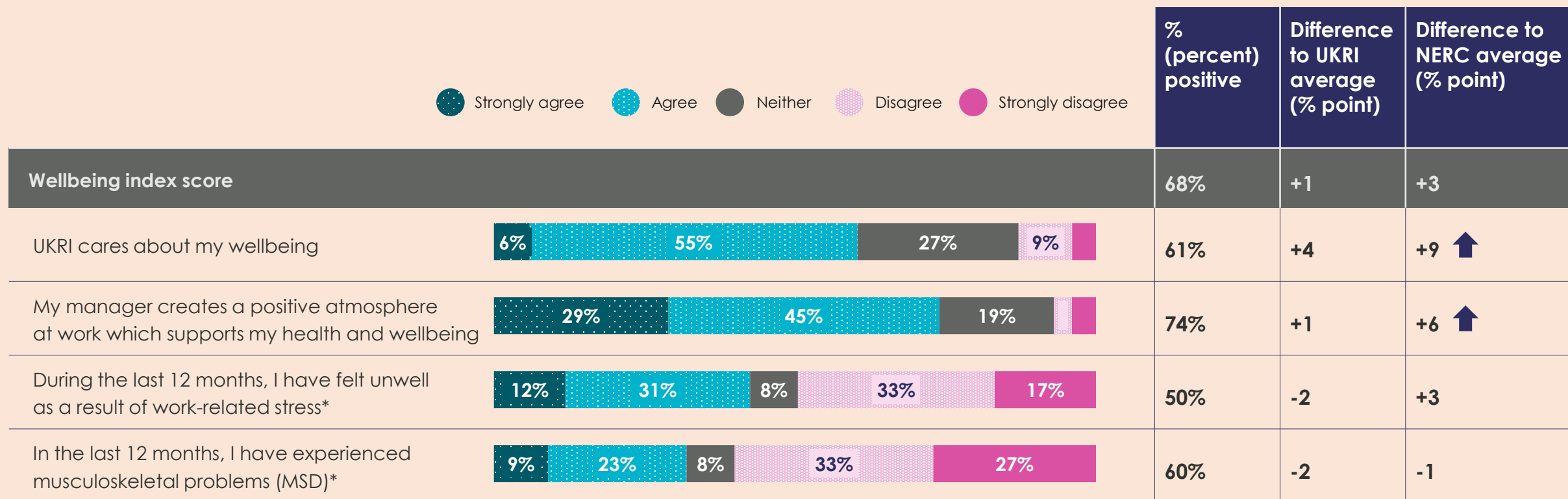
Base: All respondents, excluding prefer not to say. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (2)

		<div><div>Excellent</div><div>Very good</div><div>Good</div><div>Fair</div><div>Poor</div></div>					% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
In general, how would you rate your overall mental health now?		10%	26%	33%	21%	9%	69%	+5 ↑	+7 ↑
In general, how would you rate your overall physical health now?		7%	26%	38%	22%	8%	70%	+4	+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)



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.

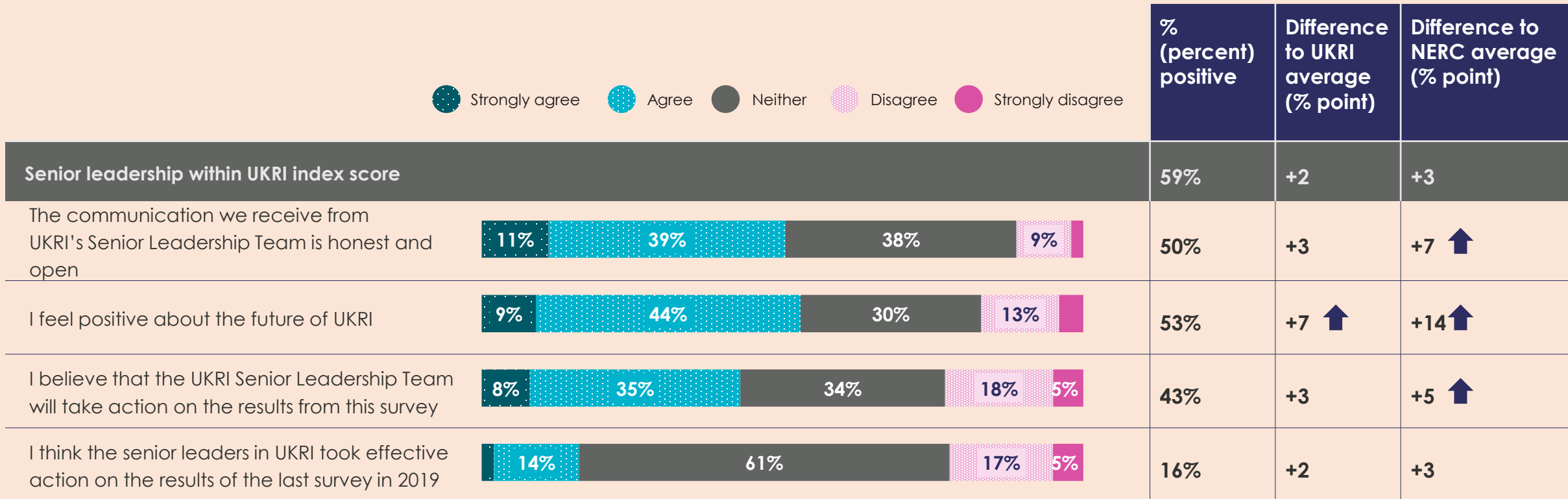
Senior leadership within UKRI (1)

Strongly agree
Agree
Neither
Disagree
Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Senior leadership within UKRI index score		59%	+2	+3
The Senior Leadership Team in UKRI are sufficiently visible		59%	+12 ↑	+18 ↑
I believe the actions of the UKRI Senior Leadership Team are consistent with UKRI's values		53%	+10 ↑	+15 ↑
I believe that UKRI's Senior Leadership Team have a clear vision for the future of UKRI		55%	+10 ↑	+15 ↑
Overall, I have confidence in the decisions made by UKRI's Senior Leadership Team		48%	+10 ↑	+13 ↑
The Senior Leadership Team in UKRI keeps me informed about matters that affect me		58%	+9 ↑	+12 ↑

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)



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 NERC (1)

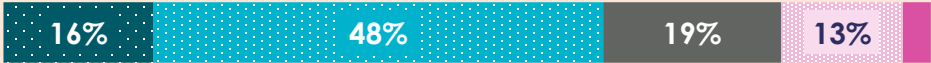



● Strongly agree
● Agree
● Neither
● Disagree
● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Senior leadership within NERC index score		64%	+3	+12
The Senior Leadership Team in NERC are sufficiently visible		78%	+19 ↑	+45 ↑
I believe the actions of NERC's Senior Leadership Team are consistent with NERC's values		70%	+10 ↑	+33 ↑
I believe that the Senior Leadership Team have a clear vision for the future of NERC		67%	+9 ↑	+30 ↑
Overall, I have confidence in the decisions made by NERC's Senior Leadership Team		64%	+11 ↑	+31 ↑

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 NERC (2)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Senior leadership within NERC index score		64%	+3	+12
The Senior Leadership Team at NERC keeps me informed about matters that affect me		65%	+8 ↑	+32 ↑
The communication we receive from NERC's Senior Leadership Team is honest and open		59%	+4	+28 ↑
I believe that the Senior Leadership Team in NERC will take action on the results from this survey		53%	+8 ↑	+22 ↑
I think the senior leaders in NERC took effective action on the results of the last survey in 2019		28%	+8 ↑	+13 ↑

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)	Difference to NERC average (% point)
Managing change index score		49%	-1	+1
I feel that change is managed well in NERC		41%	+7 ↑	+21 ↑
I feel that change is managed well in UKRI as a whole		27%	+3	+6 ↑
As an organisation, UKRI adapts well to change		34%	+7 ↑	+7 ↑
When changes are made across UKRI they are usually for the better		24%	0	+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.

Managing change (2)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to NERC average (% point)
Managing change index score		49%	-1	+1
I get to find out the reasons behind key changes that happen across UKRI		28%	+1	+8 ↑
I understand what support is available to me as I am affected by change within UKRI		43%	+9 ↑	+14 ↑
I have the opportunity to contribute my views before decisions are made that affect me		24%	-2	+4
I think it is safe to challenge the way things are done across UKRI		32%	-6 ↓	+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)	Difference to NERC average (% point)
Organisational culture index score		71%	-3	0
I am trusted to carry out my job effectively	<div> <div>41%</div> <div>51%</div> <div>7%</div> </div>	92%	-1	0
I believe I would be supported if I try a new idea, even if it may not work	<div> <div>20%</div> <div>48%</div> <div>22%</div> <div>9%</div> </div>	68%	-10 ↓	-5 ↓
I believe my opinion is valued at work	<div> <div>22%</div> <div>56%</div> <div>12%</div> <div>8%</div> </div>	78%	-1	+2
I feel welcome to express my true feelings at work	<div> <div>19%</div> <div>38%</div> <div>28%</div> <div>14%</div> </div>	57%	-12 ↓	-5 ↓
In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk	<div> <div>13%</div> <div>52%</div> <div>23%</div> <div>10%</div> </div>	65%	+2	+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.

Your plans for the future

		% (percent)	Difference to UKRI average (% point)	Difference to NERC 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%	6%	+2	0
I want to leave UKRI within the next 12 months	14%	14%	0	+1
I want to stay working within UKRI for at least the next year	34%	34%	-2	-4
I want to stay working within UKRI for at least the next three years	46%	46%	+1	+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.

For more information



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