

2007

Improving employee Quality of Working Life

Summary report and data analysis of the Quality of Working Life survey carried out June to July 2007 for:

University of Essex
Wivenhoe Park
Colchester
Essex
CO24 3SQ
UK

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www.qowl.co.uk

QoWL
PO Box 778
Portsmouth
P01 9DQ
United Kingdom





QoWL Ltd
PO Box 778
Portsmouth
PO1 9DQ
United Kingdom

T: +44 (0)8454 75 76 95

Executive Summary

University of Essex Quality of Working Life survey (June to July, 2007)

What is Quality of Working Life?

Quality of Working Life (QoWL) is *a measure of how good your work is for you.*

Quality of Working Life is more than just job satisfaction or work happiness, but the widest context in which an employee would evaluate their job.

The QoWL Survey and Data Set

The QoWL survey tool encompasses three important questionnaires:

1. The **QoWL Core Scale**, which looks at the six core factors associated with Quality of Working Life, such as job satisfaction, work-life balance, and working conditions.
2. The **QoWL Workplace Outcome Scale**, which provides data related to a variety of specific outcomes related to Quality of Working Life such as intention to stay, perceived productivity, and pride in the organisation.
3. The **HSE Work-Related Stress Scale**, which provides feedback on the stressor categories included in HSE's Management Standards, such as demands, management support, and relationships.

In addition staff had the opportunity to suggest ways in which the University could improve staff Quality of Working Life by answering an open question.

Overall, the survey produced a rich and comprehensive data set, containing both quantitative and qualitative data. A range of further analyses are available to assist in interpreting the data and identifying appropriate strategies to foster Quality of Working Life within the organisation.

This report provides an initial summary and broad overview of the results found.

Benchmarks Used

Two benchmarks were used in the preparation of this report. A University-sector QoWL benchmark was used for both the QoWL Core and QoWL Workplace Outcome scales and HSE's 2007 working population benchmark was used for the HSE Work-Related Stress Scale.

Executive Summary - Results

University of Essex: Quality of Working Life survey

The QoWL Quality of Working Life survey was distributed to staff at the University of Essex during June and July 2007. The survey incorporated the QoWL Quality of Working Life and Workplace Outcome scales and the Health and Safety Executive's (HSE) Work-Related Stress Scale. The key findings from the survey appear below.

QoWL Core Scale

1. 61% of University of Essex employees agreed that they are satisfied with their overall Quality of Working Life, which is very close to the average for the university sector.
2. University of Essex employees report slightly lower levels of satisfaction with Home-Work Interface compared to the benchmark data. This area may warrant further consideration.
3. Respondents reported greater satisfaction with Working Conditions in comparison to the benchmark data.

QoWL Workplace Outcome Scale

1. 87% of University of Essex staff felt in the last year that they had performed well in their job.
2. 72% of employees agree or strongly agree that their relationships with colleagues are as good as they would wish them to be.
3. Only 14% of workers agree or strongly agree that travelling to work is a problem for them.
4. 38% respondents were satisfied with communication with the organisation. This aspect might warrant further consideration and analysis.

HSE Work-Related Stress Scale

1. University of Essex employees reported considerably greater sense of Control over how they work than the HSE benchmark sample.
2. Respondents reported that they felt more satisfied with the way the organisation promotes avoidance of conflict and actively deals with unacceptable behaviour in the work setting than the benchmark sample, as measured in the Relationships factor.
3. Compared to the HSE benchmark, staff felt that Change tends to be well managed and communicated by the organisation.
4. The Peer Support factor showed a slightly lower level of agreement than was found in the HSE benchmark data set. This aspect might warrant further consideration and analysis.

For further details of the survey, and/or to discuss further analysis and how to design interventions to improve the Quality of Working Life of employees, please contact QoWL on 08454 75 76 95, enquiries@qowl.co.uk.

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1. Introduction

This report provides an indicative summary and analysis of the 2007 University of Essex QoWL survey. Please note that a more detailed analysis and report may be generated if required (see Section 4 for details).

The survey incorporated the QoWL Quality of Working Life Scale, the QoWL Workplace Outcome Scale and the Health and Safety Executive's (HSE) Work-Related Stress Scale.

This combination of scales allows analysis of the important issues affecting the overall employment experience of employees, and allows interpretation within the broader context of work and individual related factors. Questions from the QoWL surveys have been used in employee surveys for 10 years and the HSE questions are drawn from UK government programmes targeting work-related stress.

The QoWL Quality of Working Life scale assesses key issues in the workplace such as job satisfaction, work-life balance and stress, and provides information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of identifying and thereby promoting best practice within an organisation.

The HSE Management Standards Work-Related Stress Scale evaluates a number of factors thought to influence perceived stress at work. This scale can be used to identify sources of satisfaction as well as sources stress within the organisation. The HSE benchmarks which are available allow comparison between members of the current organisation and over 30,000 employees from the general UK working population.

The University of Essex QoWL survey (2007) was distributed electronically, with respondents using a web link to enter the data in a specially commissioned website. Staff without access to computers were sent hard copies of the questionnaire via the internal mail system at the University. The survey was closed approximately 7 weeks after the first issue of the questionnaire. This report is based on the 751 responses received from a total of approximately 2,000 employees, making a response rate of 37.5%.

For further details of the survey, or to discuss how to design interventions to improve employee's QoWL, please contact: Dr Darren Van Laar, QoWL Director and Chartered Psychologist (Tel: 0845 753 851, darren.van.laar@qowl.co.uk).

Privacy Policy

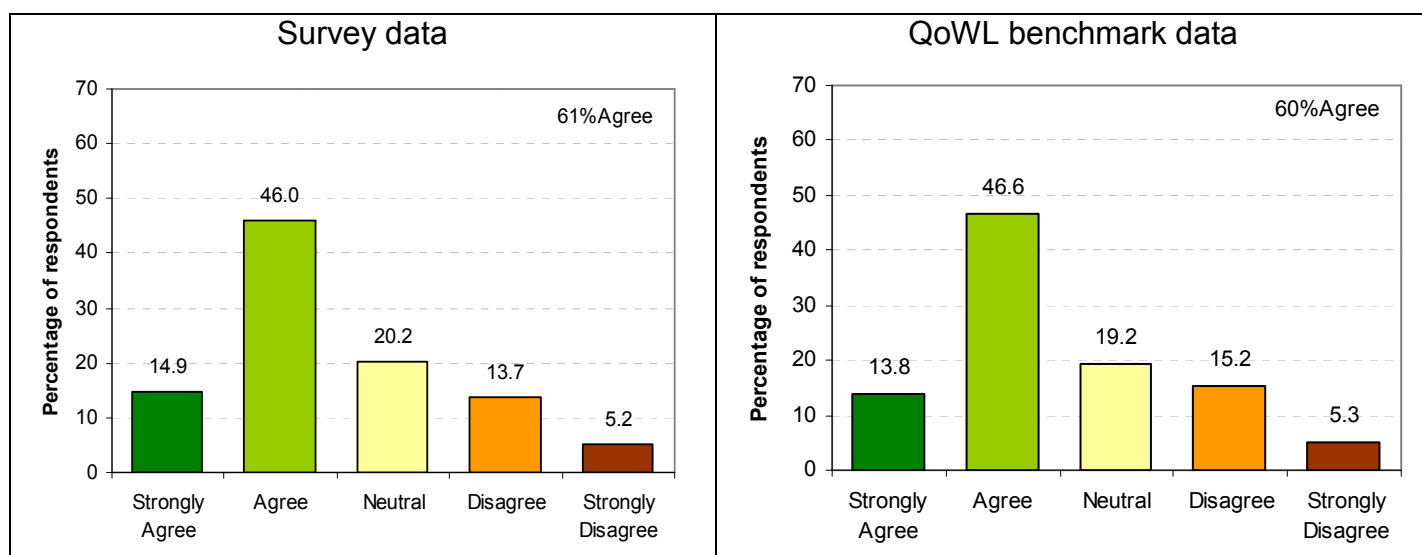
Please note that projects and research conducted by the employees and associates of QoWL adhere to the professional ethical values of the British Psychological Society. Our non-research survey work adheres to the policies of the Market Research Society. Storage of data adheres to the UK data protection act. The raw data resulting from WRQoL surveys may be used to further our research and benchmarking data. At no point are data from individuals reported, with reports arising from data analyses being limited to groups of a minimum of 10 people. For more details, please see our website: www.qowl.co.uk/WRQoL_Privacy_Policy.htm

2. Quality of Working Life Analysis

The QoWL scale provides an overview of the key factors which predict the perceived QoWL of employees such as job satisfaction, work-life balance and stress and provides information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of finding best practice and communicating how this might be shared within the organisation.

Six independent psychosocial factors have been identified as contributing to QoWL. These are: Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS). This combination of sub-scales allows analysis of the most important issues affecting the overall employment experience of employees to be interpreted in a wide context of work and individual related factors. A further set of QoWL outcome questions allow these six factors to be related to employee beliefs about performance and commitment.

QoWL Overview: *I am satisfied with the overall quality of my working life*



The overall satisfaction with the QoWL of employees in the organisation is shown above. The figures show the percentage of those responding who selected each of the possible answers. The 'Survey Data' figure shows the data for the your organisation, the 'QoWL benchmark data' figure shows the data gathered from the responses of University sector workers.

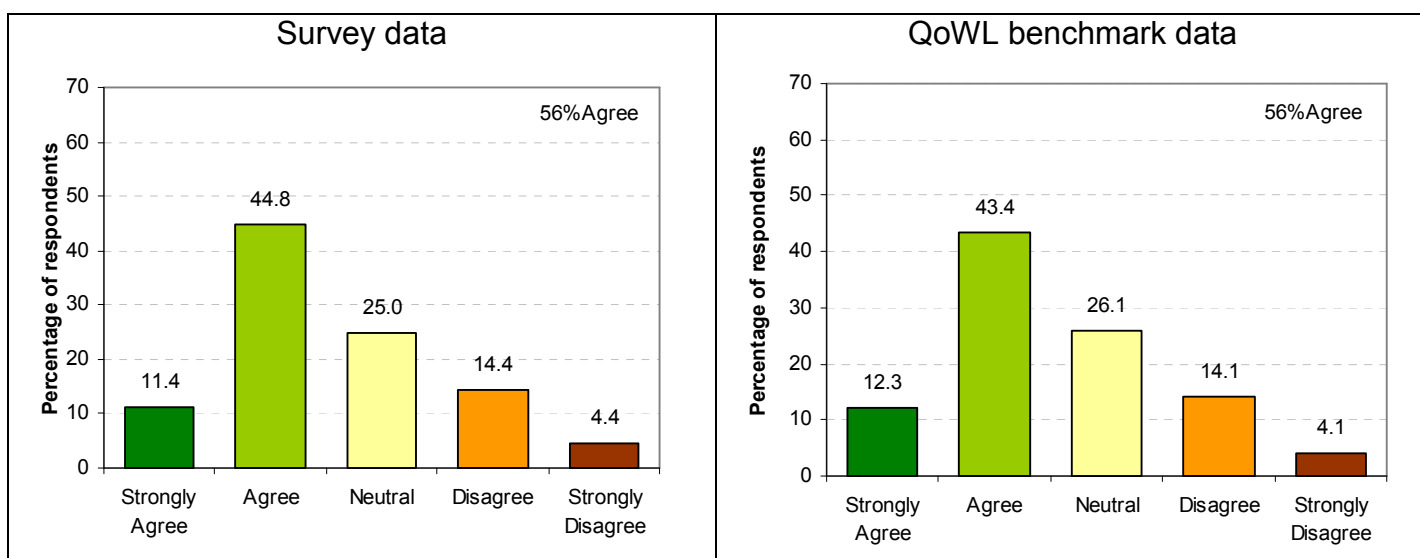
Comment: Responses from employees in this organisation were very similar in comparison to the QoWL benchmark sample. 61% of employees responding to this question in this survey agreed or strongly agreed that they were satisfied overall with their QoWL, compared to 60% of the benchmark sample.

QoWL Subscale details

QoWL: General-Well Being (GWB)

How much you agree you feel generally content with life as a whole.

General Well-Being (GWB) assesses the extent to which an individual feels good or content within themselves. General well-being both influences, and is influenced by work. General Well-Being incorporates both broader psychological well-being as well as general aspects of physical health.



Approximately 56% of the respondents from this organisation strongly agreed or agreed that they felt good or content in themselves, the same percentage as observed in the QoWL benchmark sample.

Comment: the overall pattern of responses closely mirrors the university sector benchmark group.

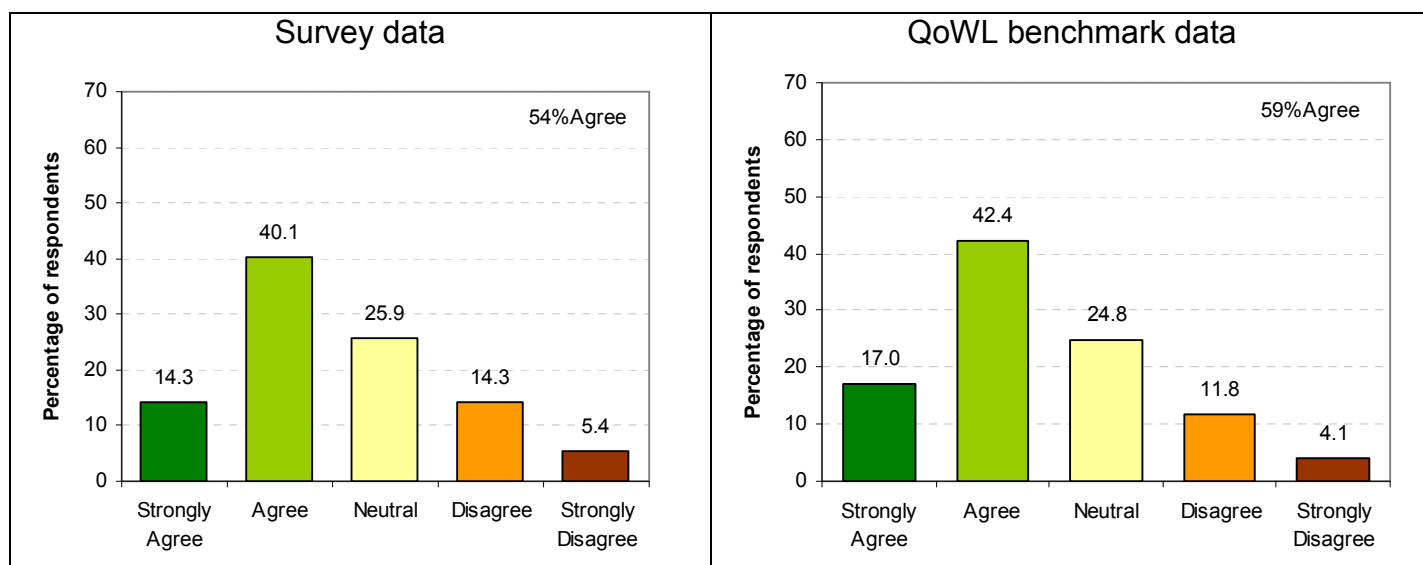
Psychological well-being can affect an individual's performance at work for better or for worse. When people feel good, they work well and enjoy being at work more. On the other hand, when people feel low, or anxious, or ill at ease, regardless of whether the distress springs from their work or from difficulties at home, their work is likely to be adversely affected. In this way, improving the general well-being of people at work is best tackled through a positive approach, with attention being paid to prevention and health promotion rather than simply responding with provision of help when problems arise.

It can be useful to review relevant policies and services, foster or maintain awareness and clarify responsibilities, and ensure that monitoring is effective. A heightened awareness of this aspect and its role in the overall QoWL an individual experiences can serve to help people consider more carefully what they can do to look after their own and others' well-being, so helping people work well at work and feel well when working.

QoWL: Home-Work Interface (HWI)

How far you agree that the organisation understands and tries to help you with pressures outside of work.

Work-Life Balance is about people having a measure of control over when, where and how they work. Within the current QoWL model, the Home-Work Interface (HWI) factor reflects the extent to which the employer is perceived to support employees' family and home life. Both the individual and the employer need to actively and continually monitor work-life balance, and make adjustments as required. Flexibility on both sides will often be needed, with discussion and compromise within practical constraints fostering the identification of solutions.



On average, 54% of employees responding to this factor strongly agreed or agreed that the interface between work and home issues was good. The score for this factor is lower than the QoWL benchmark sample Agree average of 59%.

Comment: the overall pattern of responses are broadly similar to the University sector benchmark group, but some further analysis and investigation of this aspects might be warranted.

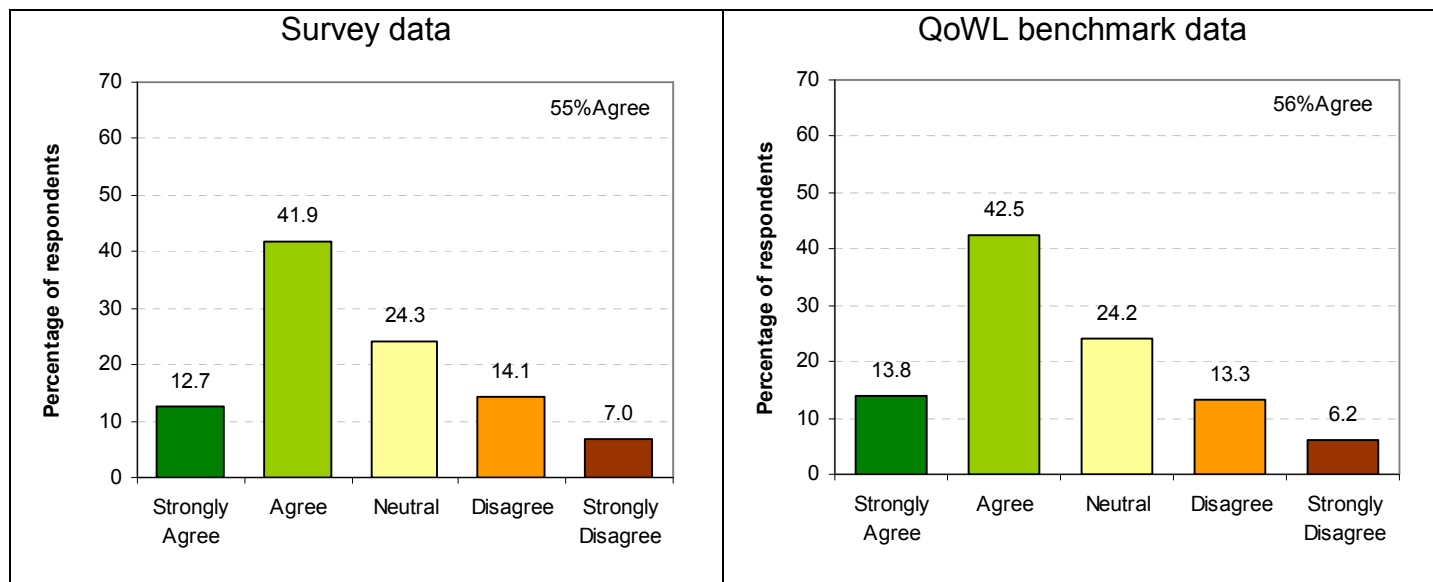
The issues relevant to the HWI include flexible hours, working from home, job rotation, maternity and parental leave, child and dependent care. The key issues in HWI often change over time and are often best identified, monitored and addressed through an ongoing partnership between employees and the employer.

The consequences of HWI conflict can be both physical and psychological. For example, there is evidence to suggest that negative HWI can be associated with an increase in physical health symptoms, and higher levels of conflict associated with the HWI can predict depression, physical health complaints and hypertension. Some researchers have found that conflict between the home and work can be related to decreased job satisfaction. More positively, there is some evidence that changes in workplace policies can lead to increases in work performance and job satisfaction.

QoWL: Job Career Satisfaction (JCS)

How far you agree that you are generally happy with your ability to do your work.

Job and Career Satisfaction (JCS) represents the level to which the workplace provides a person with the best things at work - the things that make them feel good, such as: sense of achievement, high self esteem, fulfilment of potential, etc. In our research, the JCS factor is often found to be the sub-scale most highly related to overall job satisfaction.



The responses to these questions are very similar to the benchmark sample, with 55% of the survey data and 56% of the sample data agreeing they were happy with their ability to do their work. An inspection of the figures above shows that slightly more of the benchmark sample strongly agreed they had good job and career satisfaction than in the current sample.

Comment: the overall pattern of responses closely mirrors the University sector benchmark group.

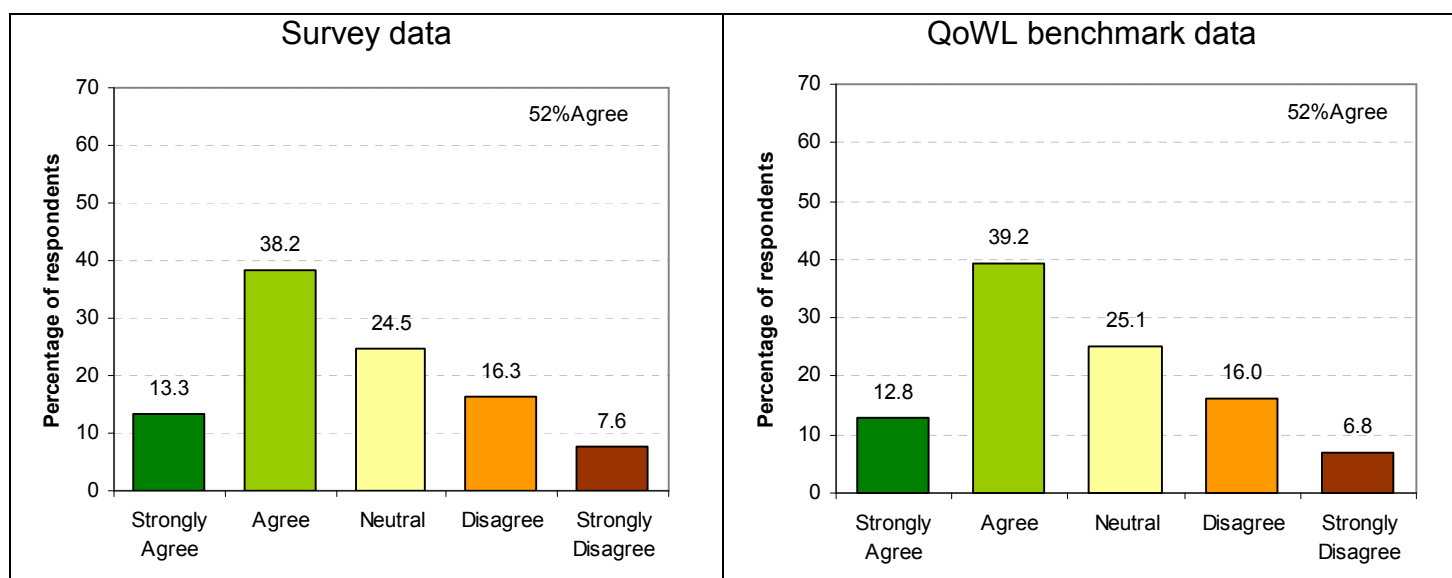
Research has indicated that the most important determinants of job satisfaction are employees' interest in their work, good colleague relationships, high incomes, independent working and clearly defined career opportunities. Some researchers have proposed that job satisfaction depends, on one hand, on the individual characteristics of the person (such as the ability to use initiative, relations with supervisors, or the work that the person actually performs), and on the other hand, environment factors (e.g. pay, promotion and job security).

The rapidly changing nature of the workplace is becoming more demanding on the employee, whereupon longer working hours, job insecurity, and demanding deadlines are trends that have tended to challenge maintenance of employee satisfaction.

QoWL: Control at Work (CAW)

How far you agree you feel you are involved in decisions that affect you at work.

Control at Work (CAW) reflects the level to which an employee feels they can exercise what they consider to be an appropriate level of control within their work environment. That perception of control might be linked to various aspects of work, including the opportunity to contribute to the process of decision making that affect employees. Leading authors in the field suggest that perception of personal control can strongly affect both an individuals' experience of stress and their health.



The agreement for this factor overall the same for the survey again mirrored benchmark data (52%), with a similar profile of responses across the answer categories.

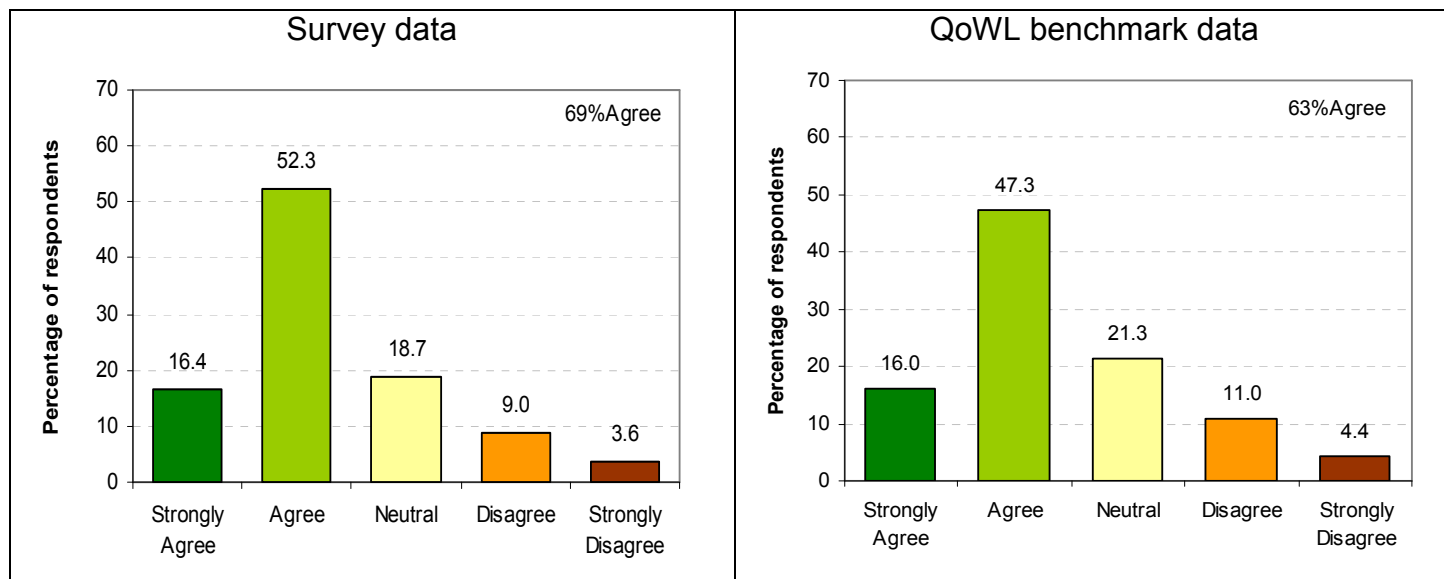
Comment: the overall pattern of responses closely mirrors the University sector benchmark group.

Research has also suggested that there can be a positive significant association also between personal control and job satisfaction and that poor health is more prevalent in jobs characterised by high job demand and low job control. However, organisations can reduce job strain by increasing worker control without reducing actual workload. Some organisations have found that they were able to change their administrative structure to reduce employee stress and protect employees' mental health without adversely affecting productivity.

QoWL: Working Conditions (WCS)

The extent you agree that you are happy with conditions in which you work

Working Conditions (WCS) assesses the extent to which the employee is satisfied with various aspects affecting their ability to work effectively, such as the fundamental resources provided at work, the physical working environment, and security. Dissatisfaction with physical working conditions such as health and safety, or work hygiene, for example, can have a significant adverse effect on employee QoWL.



The profiles of responses differ between the Essex and benchmark data in that there are more Agree responses in the current survey compared with the QoWL benchmark data.

Comment: The survey indicated that employees felt they had good WCS compared to the benchmark sample, with 69% of responses in this survey agreeing they were happy with the conditions in which they worked, compared to 63% of the QoWL benchmark sample.

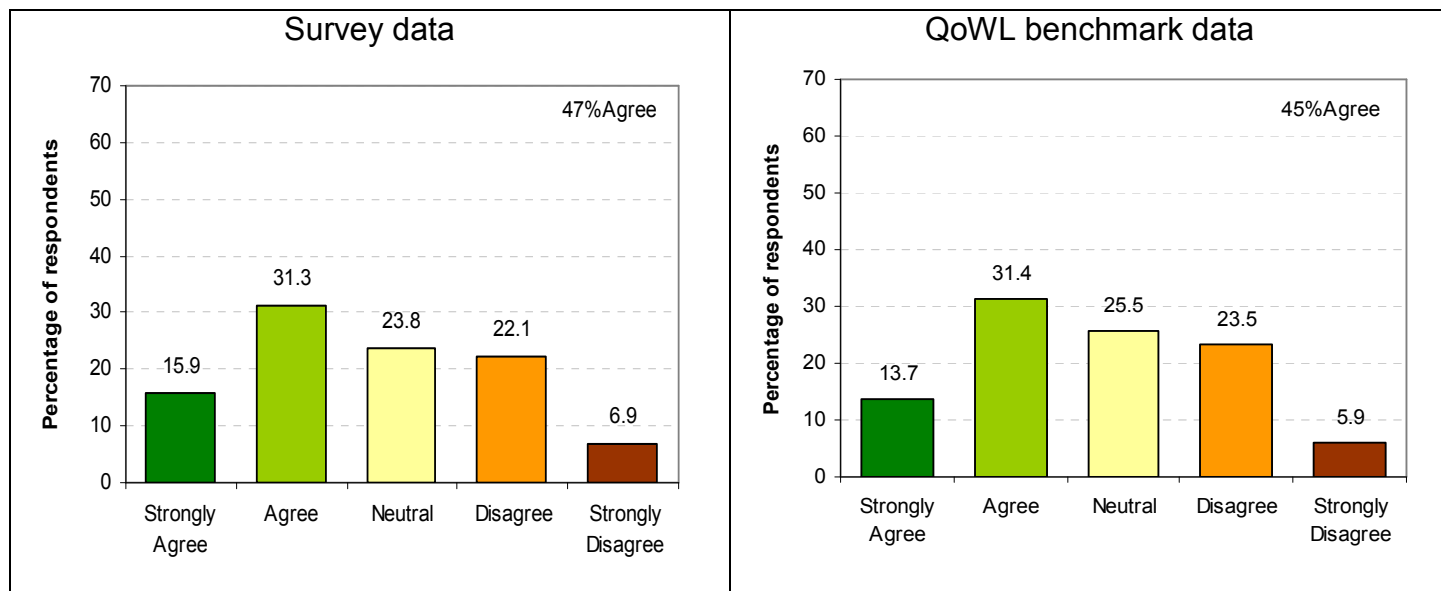
The WCS factor is conceptually related to JCS within the current QoWL model. The JCS factor reflects the degree to which the workplace provides an individual with the best things at work - the things that make them feel good, such as: achieving personal development, goals, promotion and recognition, etc. The WCS factor, by contrast, reflects the degree to which the workplace meets an individual's basic requirements, and, in particular, their satisfaction with their physical work environment. Whilst WCS aspects need to be addressed to counter possible dissatisfaction at work, the JCS component assesses the degree to which an individual's workplace offers opportunity for them to experience satisfaction in the workplace.

Therefore, satisfaction with WCS contributes to overall QoWL, whilst dissatisfaction with WCS can lead to problems in the workplace. There is evidence to suggest that factors such as poor job design and working conditions may increase staff turnover. WCS interventions can lead to a range of benefits, including reduced absenteeism, reduced staff turnover, reduced sick pay costs, improved performance and improved job satisfaction.

QoWL: Stress at Work (SAW)

How far you feel agree you experience stress at work.

The QoWL SAW factor is determined by the extent to which an individual perceives they have excessive pressures and feel stressed at work.



Note that for the SAW questions higher agreement and a higher mean indicates *more* perceived pressure or stress, and hence can adversely affect overall QoWL. Approximately 47% of respondents agreed or strongly agreed that they experienced high levels of stress and pressure at work. This average agreement is slightly higher than the QoWL benchmark sample (45% agreed).

Comment: The overall pattern of responses from employees in this organisation closely mirrors the university sector benchmark group, although some further analysis and investigation may be helpful.

A UK based survey found that nearly one-third of workers who participated experienced relatively high levels of stress, and more than half considered that their stress levels over the last five years had increased. Further, another study in the UK indicated that approximately 20% of workers in a random British working population reported very high levels of stress at work, and approximately 43% indicated that their work was moderately stressful.

MIND, the mental health charity, suggests that 30-40% of sickness absence from work is related to mental or emotional disturbance, whilst the Health and Safety Executive estimates that at least 50% of workdays lost through ill health are associated with stress absence. Research suggests that SAW is amenable to a range of interventions, ranging from the individual level to the organisational level.

QoWL Core question summary analysis

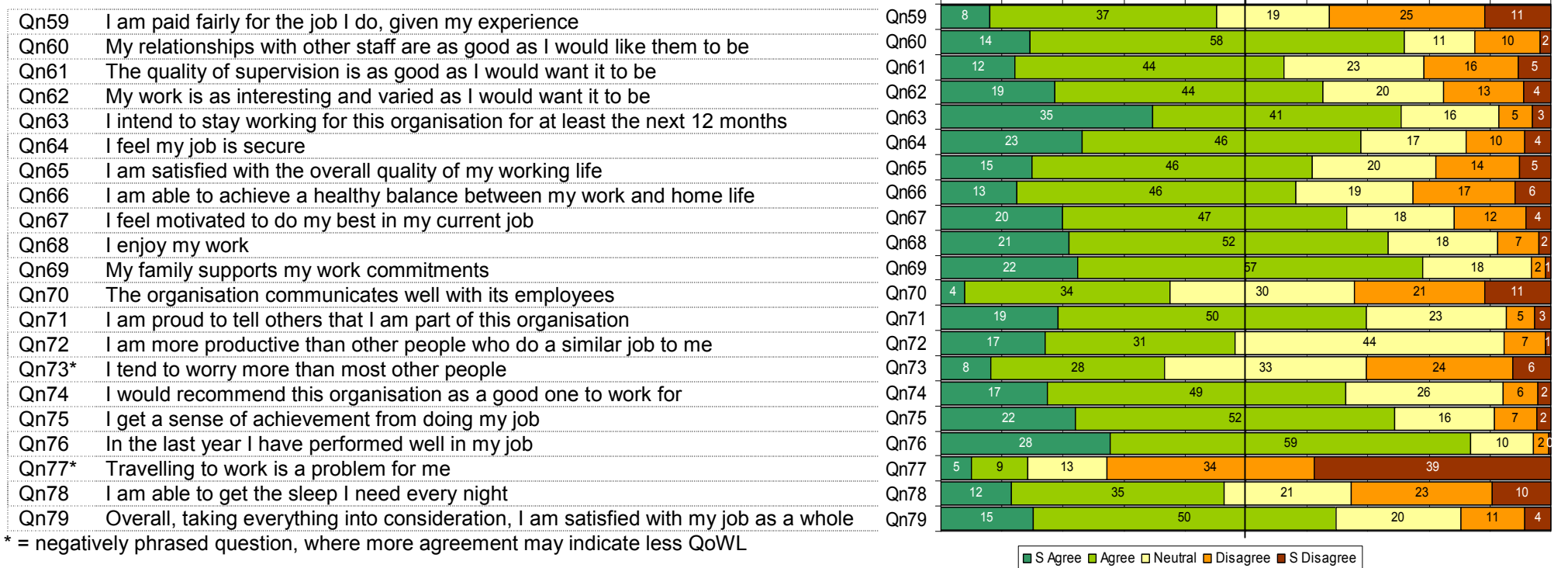
Qnum	Question text	% Agree QBMARK	% Agree Survey	% Agree Difference
Qn36	I have a clear set of goals and aims to enable me to do my job	63.5	62.1	-1.5
Qn37	I feel able to voice opinions and influence changes in my area of work	61.9	59.9	-1.9
Qn38	I have the opportunity to use my abilities at work	74.3	69.3	-5.0
Qn39	I feel well at the moment	65.8	67.1	1.3
Qn40	The organisation provides adequate facilities and flexibility for me... my family life	60.4	55.4	-5.0
Qn41	My current working hours / patterns suit my personal circumstances	70.8	70.6	-0.2
Qn42*	I often feel under pressure at work	54.1	55.7	-1.7
Qn43	When I have done a good job it is acknowledged by my line manager	54.5	53.9	-0.7
Qn45	I am satisfied with my life	57.3	57.0	-0.3
Qn46	I am encouraged to develop new skills	52.7	50.8	-1.9
Qn47	I am involved in decisions that affect me in my own area of work	58.2	55.8	-2.4
Qn48	The organisation provides me with what I need to do my job effectively	57.6	57.7	0.0
Qn49	My line manager actively promotes flexible working hours / patterns	46.8	37.3	-9.5
Qn50	In most ways my life is close to ideal	32.1	33.8	1.7
Qn51	I work in a safe environment	76.4	81.6	5.2
Qn52	Generally things work out well for me	66.9	67.1	0.1
Qn53	I am satisfied with the career opportunities available for me at the organisation	41.5	38.9	-2.6
Qn54*	I often feel excessive levels of stress at work	36.0	38.6	-2.6
Qn55	I am satisfied with the training I receive in order to perform my present job	51.2	52.8	1.7
Qn56	Recently, I have been feeling reasonably happy all things considered	56.5	55.8	-0.6
Qn57	The working conditions are satisfactory	66.6	67.0	0.4
Qn58	I am involved in decisions that affect members of the public in my own area of work	36.2	39.0	2.8

% Agree = percentage of respondents agreeing or strongly agreeing to this question; %Agree QBMARK = percentage of QoWL benchmark sample agreeing or strongly agreeing to this question. *Negatively phrased question, where more agreement indicates less QoWL. ** reversed so that green = good.

Red = 5% or less than benchmark value; Green = 5% or more than benchmark value.

The above table shows the percentage of respondents from the survey who agreed or strongly agreed with the QoWL core questions. The same data from the QoWL benchmark (QBMARK) survey is also shown, as is the difference between the two. In the difference column, black text indicates a small difference between the samples ($\pm 5\%$), green text shows the current survey had higher QoWL than the benchmark sample, and red text shows where current survey had lower QoWL than the benchmark. The greatest difference between the two samples (represented in green text) shows that employees consider they work in a safe environment (Qn51). However, questions 38 and 49 indicate that employees are less satisfied than the benchmark sample with the opportunities they have to use their abilities at work and their line managers' promotion of flexible working patterns.

QoWL Workplace Outcome question analysis



QoWL workplace outcome analysis

The above figure shows the percentage of respondents who answered Strongly Agree to Strongly Disagree to the QoWL workplace outcome questions. Please note that questions 73 and 77 are negatively phrased.

3. HSE Management Standards Analysis

HSE Scale Background:

The Health and Safety Executive (HSE) Management Standards Work-Related Stress scale contains 35 questions which together make up 7 subscales. The HSE has designed the individual questions and subscales to determine the main source of stressors within an organisation. The tables below illustrate the HSE Work-Related Stress scale as a percentage of people agreeing or strongly agreeing (%Agree) with that subscale and the HSE benchmark % Agree.

Descriptive Statistics for 'HSE' Subscales	Survey %Agree ^a	HSE %Agree ^a
Role: Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	80%	82%
Peer Support: Includes the encouragement, sponsorship and resources provided by colleagues	64%	68%
Relationships^b: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	67%	55%
Managerial Support: Includes the encouragement, sponsorship and resources provided by the organisation, line management	53%	52%
Demand^b: Includes issues like workload, work patterns, and the work environment	35%	32%
Control: How much say the person has in the way they do their work	65%	52%
Change: How organisational change (large or small) is managed and communicated in the organisation	41%	36%

Notes: ^aThe percentage of who responded agree or strongly agree (or always or often) to this factor

^bThe questions in the questionnaire for this factor are negatively phrased, but to help compare across the other factors in this table the %Agree and mean scores been reversed so that a higher mean or agreement in the table indicates less stress at work.

HSE subscale summary

Those employees of the University of Essex who responded to the survey indicated that, compared to the HSE benchmark sample of over 30,000 employees in a general UK employee survey, their mean ratings were similar for understanding of their Role (-2%) Peer Support (-4%), Managerial Support (+1%) and Demands (+3%).

Employees responded more highly than the benchmark data to their Relationships (+12%), the level of Control they have in the way they do their work (+13%) and how Change is managed (+5%).

Overall, employees' reported mean rating score across the 7 subscales was greater than the benchmark sample, except for Role and Peer Support.

HSE Subscale details

HSE: Roles

80% of respondents Agreed (that is said they indicated they agreed or strongly agreed for *agree* questions, or said Always, or Often in response to the *frequency* questions) that they understood their role within the organisation or that the organisation ensures that they do not experience role conflict. The mean reported is slightly lower than for the HSE benchmark sample (82%).

HSE: Peer Support

The HSE Peer Support factor assesses the encouragement, sponsorship and resources provided by colleagues. 64% of University of Essex employees responding to the survey agreed or strongly agreed that they had good peer support. The mean for this factor is lower than that reported in the HSE benchmark sample (68%). This may warrant further investigation and monitoring.

HSE: Relationships

The HSE Relationships factor is concerned with the promotion of positive working to avoid conflict and dealing with unacceptable behaviour. The scores in this factor were reversed. When this is done, approximately 67% of respondents felt that the organisation promotes positive working conditions to avoid conflict and deal with unacceptable behaviour. The mean for this factor is better than that reported in the HSE benchmark sample (55%). This appears to be an area of particular strength.

HSE: Managerial Support

The HSE Management Support factor includes the encouragement, sponsorship and resources provided by the organisation and line management. Of the respondents, 53% reported they agreed that they are given good management support. The mean for this factor is very slightly higher than that reported in the HSE benchmark sample (52%).

HSE: Demand

HSE Demand factor includes issues like workload, work patterns, and the work environment. The scores on this factor are reversed in the analysis so that higher values indicate a more positive response. 35% of respondents indicated they did not have excessive demands placed on them at work. The mean for this factor is slightly better than that reported in the HSE benchmark sample (32%).

HSE: Control

The HSE Control factor is concerned with how much control employees say they have over when and how they do their work. 65% of respondents agreed that they experienced good control over their work. The mean for this factor is much higher than reported in the HSE benchmark sample (52%), indicating that University of Essex staff perceive they have much more say in how and at what speed they work. This aspect again reflects an area of strength.

HSE: Change

The HSE Change factor is concerned with how organisational change is managed and communicated in the organisation. 41% of respondents agreed that the University of Essex managed change well. The mean for this factor was higher than that reported in the HSE benchmark sample (36%), and is therefore noteworthy.

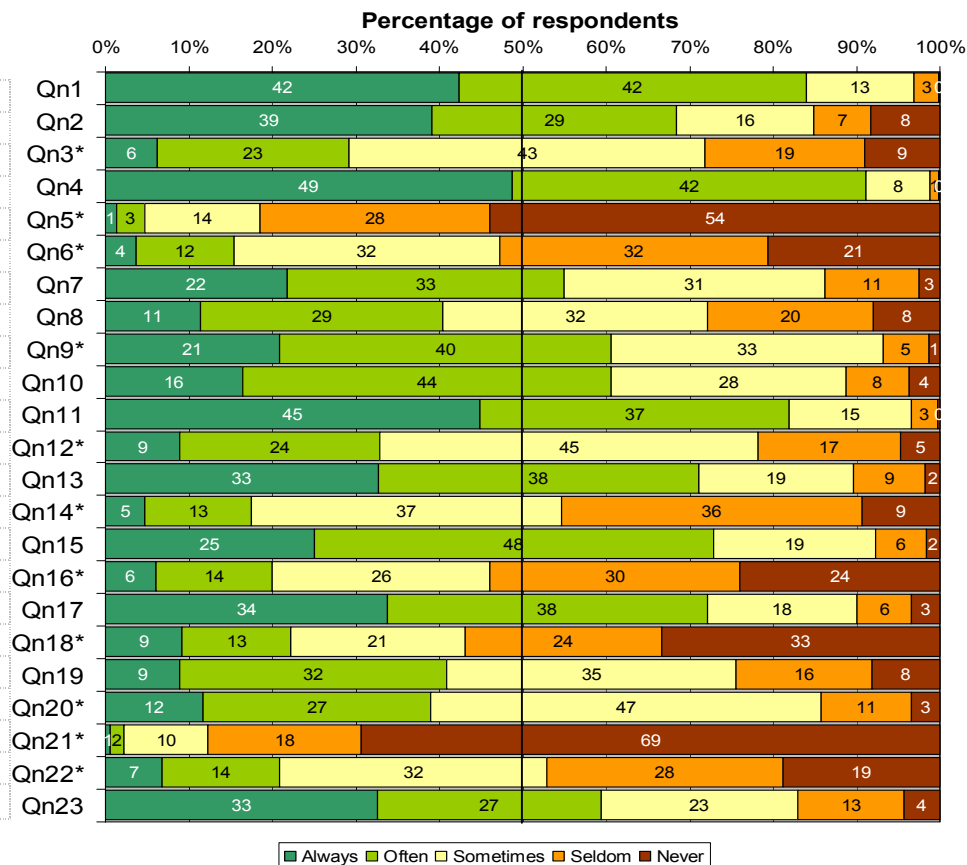
HSE Analysis: summary of frequency questions

The figure below shows the percentage of respondents who responded with the different possible answers (Never to Always) to the frequency questions.

KEY

Qn1	I am clear what is expected of me at work
Qn2	I can decide when to take a break
Qn3*	Different groups at work demand things from me that are hard to combine
Qn4	I know how to go about getting my job done
Qn5*	I am subject to personal harassment in the form of unkind words or behaviour
Qn6*	I have unachievable deadlines
Qn7	If work gets difficult, my colleagues will help me
Qn8	I am given supportive feedback on the work I do
Qn9*	I have to work very intensively
Qn10	I have a say in my own work speed
Qn11	I am clear what my duties and responsibilities are
Qn12*	I have to neglect some tasks because I have too much work to do
Qn13	I am clear about the goals and objectives for my department
Qn14*	There is friction or anger between colleagues
Qn15	I have a choice in deciding how I do my work
Qn16*	I am unable to take sufficient breaks
Qn17	I understand how my work fits into the overall aim of the organisation
Qn18*	I am pressured to work long hours
Qn19	I have a choice in what I do at work
Qn20*	I have to work very fast
Qn21*	I am subject to bullying at work
Qn22*	I have unrealistic time pressures
Qn23	I can rely on my manager to help me with a work problem

* = negatively phrased question, where more agreement indicates more stress



Those questions which are not negatively phrased where the red and orange areas take up more than 50% of the responses may warrant further investigation or consideration.

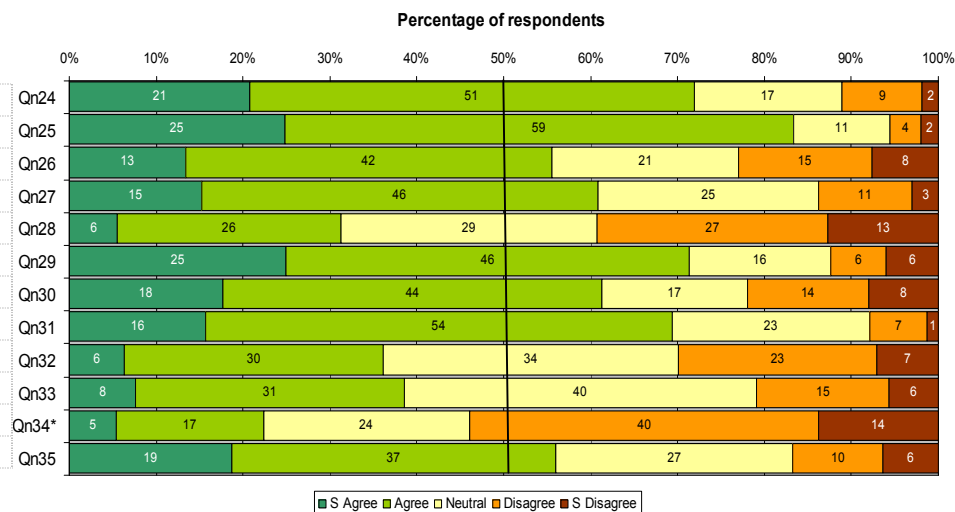
HSE Analysis: summary of agree questions

The figure below shows the percentage of respondents who responded with the different possible answers (Strongly Disagree to Strongly Agree) to the agree questions.

KEY

Qn24	I get help and support I need from my colleagues
Qn25	I have some say over the way I work
Qn26	I have sufficient opportunities to question managers about change at work
Qn27	I receive the respect at work I deserve from my colleagues
Qn28	Staff are always consulted about change at work
Qn29	I can talk to my line manager about something that has upset or annoyed
Qn30	My working time can be flexible
Qn31	My colleagues are willing to listen to my work-related problems
Qn32	When changes are made at work, I am clear how they will work out in practice
Qn33	I am supported through emotionally demanding work
Qn34*	Relationships at work are strained
Qn35	My line manager encourages me at work

* = negatively phrased question, where more agreement indicates more stress



Those questions where the red and orange areas take up more than 50% of the responses may warrant further investigation or consideration. In some cases unless 50% of the responses are green or dark green, it may be appropriate to investigate this area further.

4. Detailed Analysis

The survey of Quality of Working Life at University of Essex produced a rich and comprehensive data set (containing both quantitative and qualitative data). With further analysis a detailed and accurate picture of working life within the organisation can be produced. Such an analysis can be used to indicate areas of excellence where QoWL is high, pinpoint areas for improvement, and answer specific questions in relation to the data.

Your QoWL contact will discuss with you any questions you have about the data and explain the analyses required to answer them. The tables below summarise the range of specific analyses that can be carried out by our Chartered Psychologists.

Table 1: Overview and Factor Summary

The summary report provides the basis for reviewing the overall picture in relation to QoWL and Stress in the work setting, and serves to identify those aspects warranting further analysis.

Service	Chosen
1. QoWL overview benchmark subscale analysis	✓
2. QoWL core question summary analysis	✓
3. QoWL outcome question-by-question summary analysis	✓
4. HSE benchmark subscale analysis	✓
5. HSE summary of frequency questions analysis	✓
6. HSE summary of agree questions analysis	✓
7. Organisation-specific question-by-question analysis	✓

Table 2: Category Question Analyses

Breaking down factors and individual questions by staff categories pinpoints those areas that require further investigation and action. See the example page at the end of the appendix.

Service	Counts and Percent	QoWL Factors	HSE Factors	Org. specific Qns.	QoWL Questions (24)	Outcome Questions (20)	HSE Questions (35)
Gender							
Ethnic minority							
Age							
Disability							
Caring responsibilities							
Years worked							
Type of appointment							
Hours of work							
Extra hours of work							
Days off work							
Main role at work							
Part of the organisation							
Benchmark comparison							
Year by year comparison							

Table 3: Qualitative analysis

Employee responses to the open question(s) can provide valuable clarifications and concrete suggestions about issues which can greatly assist in the interpretation of the survey data.

Service	Chosen
Thematic analysis with percentages of respondents for open ended question(s)	
Illustrative question responses from opt in respondents	

Table 4: Advanced Analyses

More detailed statistical analysis can be conducted as required to help understand patterns within the data and so plan targeted interventions.

Service	Chosen
1. Multiple Regression Analysis - Which questions or factors predict a specific question, for example:	
‘Overall quality of working life’	
‘I intend to be working for this organisation in the next 12 months’	
‘I am able to achieve a healthy balance between work & home’	
Other 1:	
Other 2:	

Table 5: Additional Services

Service	Chosen
1. Individual Departmental Reports	
2. Extra printed and bound full colour copies of reports	

Other Services required (please list here)

Service	Chosen

5. Action Planning

We have developed an easy-to-use **QoWL Action Planning Tool** to help you plan and implement positive changes.

In addition, our interdisciplinary consultancy team, comprising Chartered Psychologists (Occupational, Clinical and Health), Management Consultants and Ergonomists can provide expert support with design of interventions to enable improvements to the Quality of Working Life at your organisation. Your QoWL contact can answer any questions you have about Action Planning or consultancy.

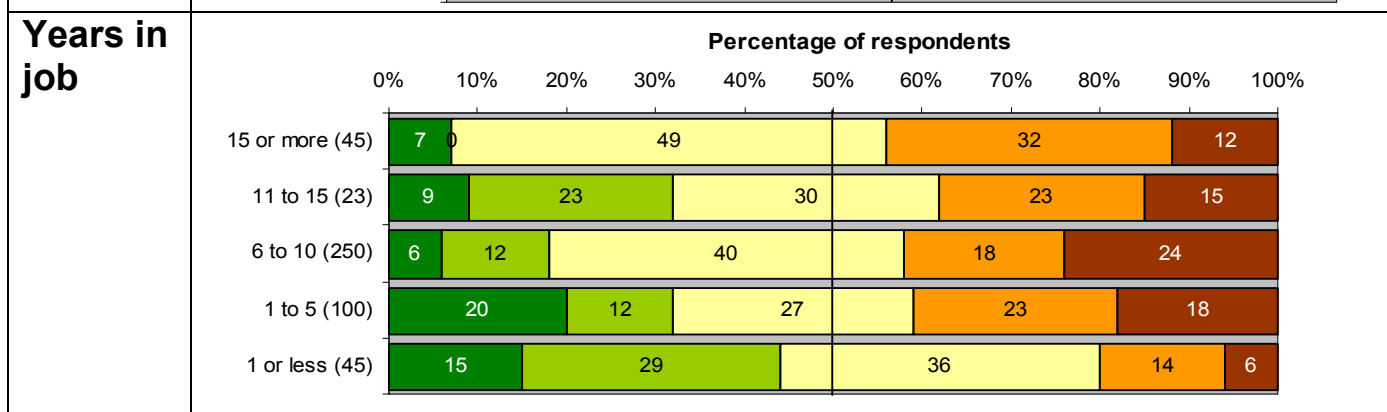
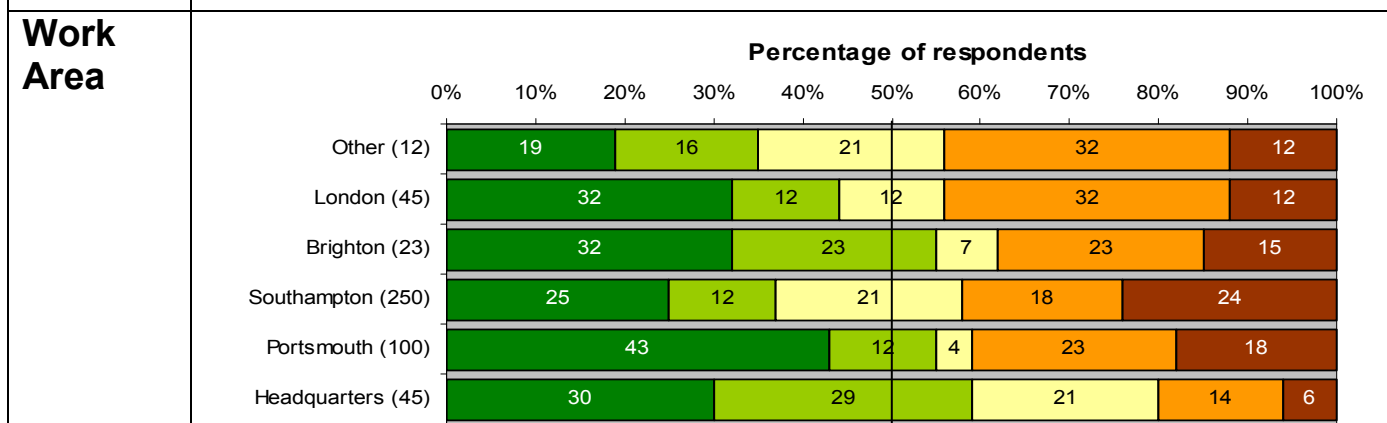
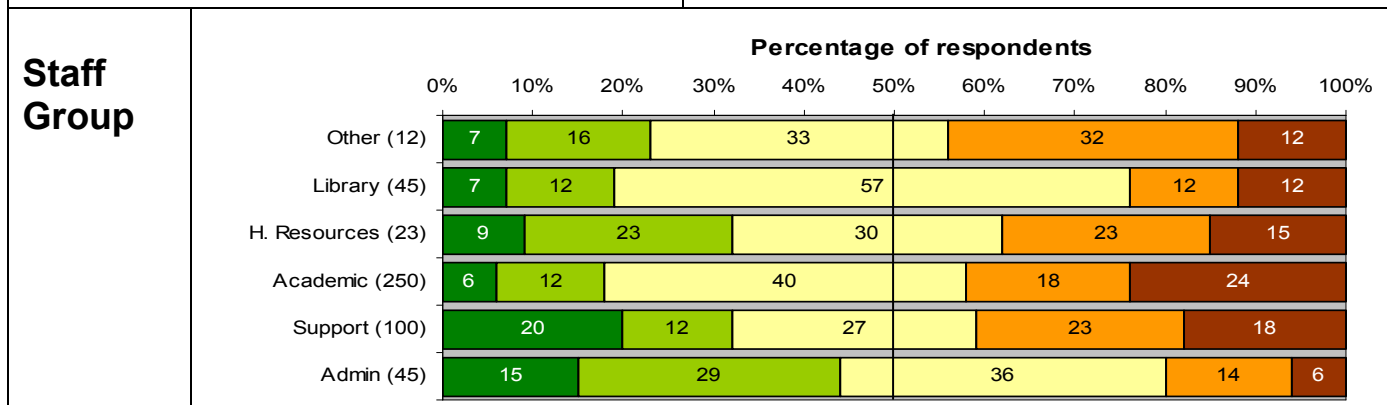
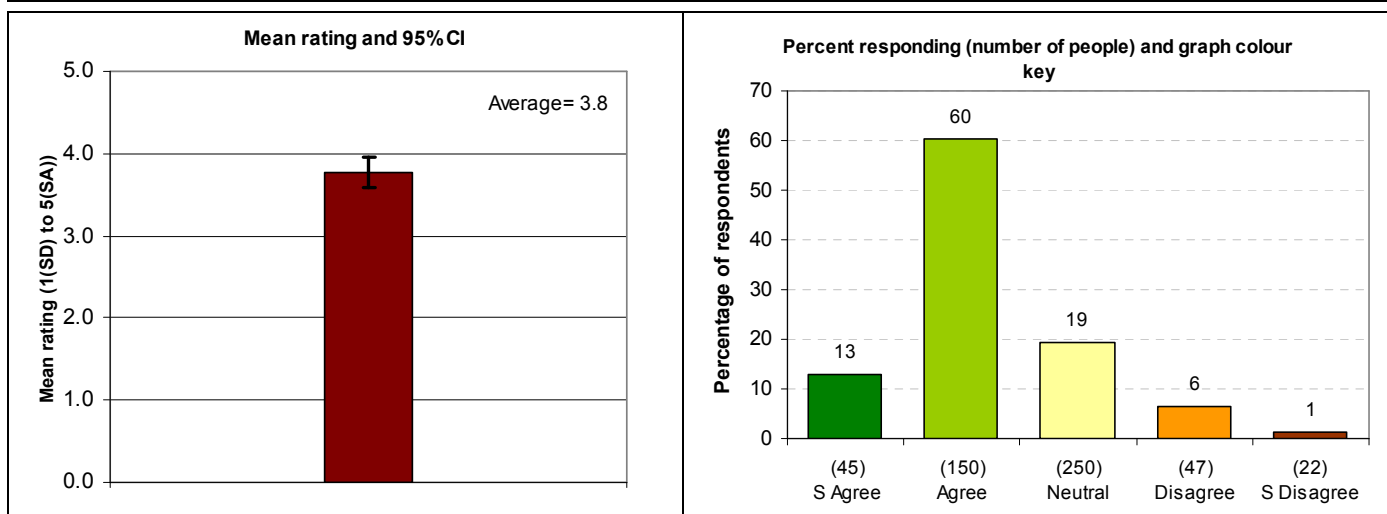
For further details of the survey, and/or to discuss further analysis and how to design interventions to improve employee’s QoWL, please contact QoWL on 08454 75 76 95, enquiries@qowl.co.uk.

QoWL Question 65: I am satisfied with the overall quality of my working life

Percent Agree (A + SA)= 73%

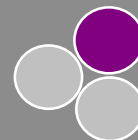
Mean = 3.77

Percent answering = 99%



EXAMPLE Question x Category page illustrating question category analysis - not real data

2007



QoWL
PO Box 778
Portsmouth, P01 9DQ
United Kingdom
+ (0) 44 845 475 76 95
enquiries@qowl.co.uk