

A graphic illustration of four stylized, 3D human figures in shades of blue, holding hands in a circle. The figures are rendered with a slight perspective, giving them a three-dimensional appearance. They are set against a solid blue background. The figures are positioned in the upper half of the slide, with their arms extended to hold hands.

# **PUSA Initial Work-Life Balance Survey**

## **Report on Survey Results**

*April 14, 2014*

# AGENDA



- Background
- Key Findings
- Report on Open-Ended Comments
- Recommendations
- Detailed Survey Statistics

# BACKGROUND



- **Survey Objective**
  - *To gather views on the colleagues work-life in PolyU.*
- **About the Survey**
  - *Consists of 14 questions*
  - *First 6 questions are related to colleagues work and work-life balance (Work Related)*
  - *Next 6 questions are related to other key aspects that impact our colleagues work (Work-life Related)*
  - *Final question is a summary on how colleagues view PolyU workplace overall (Summary)*

# BACKGROUND



- The survey was conducted during 22 – 29 Jan 2014 by email.
- 727 valid responses were received, in which 396 responses contain written comments.
  - *700 responses directly from email.*
  - *Remaining responses either submitted directly to PUSA Vice-Chairmen or completed in PUSA office witnessed by PUSA Chairman.*
- Respondents comes from 62 departments / units (out of 69)

# BACKGROUND



- Measures to ensure data confidentiality
  - *Only the 2 elected staff representatives on Council, Justin Law and Rodney Chu, gained direct access to the data of the questionnaires.*
  - *3 other officers took turns to key in the data without knowing the respondents' identity.*
  - *The email has been destroyed upon the completion of this exercise.*

# THE SURVEY



- **Work Related Questions:**
  - *My workload is reasonable.*
  - *I always have to work long hours or an excessive amount of overtime.*
  - *The deadlines given to me and the performance standards expected of me by my supervisor / HoD are on the whole reasonable.*
  - *My job demands often force me to compromise or give up my personal / family activities.*
  - *I have seriously considered quitting my current job in order to achieve better balance between work and personal life.*
  - *My work is very stressful.*

# THE SURVEY



- Work-life Related Questions:
  - *I enjoy working in my department / unit.*
  - *I am treated fairly among colleagues in my department / unit.*
  - *My supervisor / head of department or unit treat me with respect.*
  - *I feel comfortable approaching my supervisor with my concerns.*
  - *Difference in opinion is valued in my department / unit.*
  - *I feel appropriately compensated for the work I am doing.*

# THE SURVEY



- Summary Question:
  - *I would recommend PolyU to my friends and family as a good place to work.*
- Responses are collected under a 5-point Likert scale:
  - *Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree, Strongly Disagree*
- Colleagues years of service in PolyU are also collected.



# KEY FINDINGS

## OVERALL STATISTICS



- **Work Related**
  - *40%* respondents regard their workload as unreasonable yet *39%* considered reasonable.
  - *46%* respondents view the expected performance standards / deadlines are being reasonable.
  - *48%* respondents have to work long hours or excessive overtime.
  - *> 45%* respondents do not experience work-life balance.
  - *55%* respondents experience stressful workload.
    - *21%* considered very stressful

# KEY FINDINGS

## OVERALL STATISTICS



- **Work-life Related**

- **48%** respondents enjoy working in the department.
- **53%** respondents view Department Head treats them with respect.
- **51%** respondents would approach their supervisors on their concerns.
- **44%** respondents consider themselves unfairly treated.
- **40%** respondents do not consider their department value difference in opinion.
- **51%** respondents feel under-compensated.

# KEY FINDINGS

## OVERALL STATISTICS



- Summary
  - *43% respondents do not consider PolyU as a good workplace (vs. 21% favorable view).*

# INTERPRETATION OVERALL FINDINGS STATISTICS



- Colleagues generally view that:
  - *their workload are demanding with high expectation(s) and tight deadlines*
  - *work-life balance is lacking and work is very stressful*
  - *departmental management is considered mediocre.*
    - “Average” on respect and communication
    - “Below Average” on treatment of fairness and diversity
  - *underpaid on their work*
  - *PolyU is considered as “average” to “below average” workplace.*

# KEY FINDINGS ON YEARS OF SERVICE



- Work Related

- *Staff with 10 – 15 years of service are more affected by the following aspects of work:*

- Workload being less reasonable
- Longer hours of work / excessive OT
- More stressful workload

- *Deadline and performance standards bear more impact on 3 groups of colleagues:*

- 5 – 10 years, 10 – 15 years, and > 15 years

- *Work-life balance bears stronger impact on 3 groups of colleagues:*

- 3 – 5 years, 5 – 10 years, and 10 - 15 years

# KEY FINDINGS ON YEARS OF SERVICE



- **Work-life Related**

- *In general, 2 groups of staff members (5 – 10 yrs, 10 – 15 yrs) are more affected by work-life issues.*
- *Staff with >3 years in PolyU feel relatively uncomfortable in approaching their supervisors with their concerns.*
- *3 groups of staff consider themselves as underpaid.*
  - 3 – 5 years, 5 – 10 years, and 10 – 15 years.

- **Summary:**

- *3 groups of colleagues have more reservation in recommending PolyU as a good workplace.*
  - 3 – 5 years, 5 – 10 years, and 10 – 15 years.

# INTERPRETATION YEARS OF SERVICE STATISTICS



- Colleagues serving 5 – 15 years in PolyU are:
  - *More affected by both work and work-life related issues*
  - *More reservation in recommending PolyU as a good workplace.*
- Except for new joiners, colleagues generally face communication issues with their supervisors.

# FURTHER ANALYSIS

## ACADEMIC vs. NON-ACADEMIC



- We perform a further analysis by splitting the sample into academic vs. non-academic staff.
  - *Separation is performed by Rodney Chu and Justin Law to ensure confidentiality.*



# KEY FINDINGS

## ACADEMIC vs. NON-ACADEMIC



- Work Related

- *Work and work-life balance bear stronger impact on academic vs. non-academic staff:*

- Work is more unreasonable 48%(academic) vs. 35%(non-academic)
    - Work longer hours and excessive OT 67% (academic) vs. 36% (non-academic)
    - Less work-life balance 67% (academic) vs. 43% (non-academic)
    - Work is more stressful 62% (academic) vs. 50% (non-academic)

# KEY FINDINGS

## ACADEMIC vs. NON-ACADEMIC



- **Work-life Related**
  - *2 groups of staff share similar views as to the following aspects of work-life:*
    - How they enjoy working in the department / unit.
    - How they are being treated in the department /unit in terms of fairness and respect.
    - How their difference in opinion are being valued.
  - *Slightly more non-academic staff are comfortable in approaching their supervisors with their concerns.*
    - 54% (non-academic) vs. 46% (academic)
  - *Slightly more academic staff view that they are more underpaid.*
    - 56% (academic) vs. 49% (non-academic)

# KEY FINDINGS

## ACADEMIC vs. NON-ACADEMIC



- Summary

- *More academic staff inclined not to recommend PolyU to family and friends as compared to non-academics.*

- 50% (academic) vs. 39% (non-academic)

# INTERPRETATION

## ACADEMIC vs. NON-ACADEMIC STATS



- Academic colleagues are more affected by work-related issues.
- Non-academic colleagues view PolyU as a below average workplace
  - *39% unfavorable vs. 24% favorable responses*
- Academic colleagues view PolyU as an unattractive workplace
  - *50% unfavorable vs. 16% favorable responses*

# ADDITIONAL ANALYSIS ON VIEWS OF COMPENSATION



- We further analyzed the survey results based on the response on Q12
  - *“I feel appropriately compensated for the work I am doing.”*
- We dichotomized the responses into 2 groups based on the response on Q12
  - *“Strongly Agree” and “Agree” respondents as one group (“Agree” Group)*
    - 191 respondents
  - *The remaining respondents as another group (“Reserve” Group)*
    - 528 respondents

# KEY FINDINGS ON VIEWS OF COMPENSATION



- Years of service profile:
  - *“Agree” Group*
    - < 3 years: 21% respondents
    - >15 years: 46% respondents
  - *“Reserve” Group*
    - < 3 years: 25% respondents
    - 5 – 10 years: 28% respondents
    - > 15 years: 23% respondents
    - Similar years of service profile as the overall sample

# KEY FINDINGS ON VIEWS OF COMPENSATION



- **Work Related**

- *As compared to the “Reserve” group, “Agree” group respondents bear systematically less impact on work related issues (Agree group vs. Reserve group)*

- A lot more reasonable workload (60% vs. 31%)
    - Less long hours and excessive OT (39% vs. 24%)
    - Much reasonable expected performance standards (68% vs. 39%)
    - Give up a lot less personal / family activities (42% vs. 56%)
    - Much less likely to quit job to achieve better work life balance (34% vs. 51%)
    - Much less stressful work (45% vs. 58%)

# KEY FINDINGS ON VIEWS OF COMPENSATION



- **Work-life Related**

- *Consistent with the work related findings, “Agree” respondents bear systematically less impact on work-life related issues as compared to the “Reserve” group:*

- A lot more enjoy working in the department (70% vs. 40%)
- Treated much fairer among colleagues (60% vs. 27%)
- A lot more respect from supervisor / HoD (72% vs. 46%)
- Much more comfortable to approach their supervisors for concerns (70% vs. 43.8%)
- Difference in opinion is much more valued in the department (50% vs. 28%)

- **Summary**

- *The “Agree” group will very much recommend PolyU as a good workplace (43% vs. 13%)*



# INTERPRETATION VIEWS OF COMPENSATION STATS



- The statistics reveal the presence of a group of colleagues which is very different from the majority of colleagues:
  - *The “Agree” group*
    - This group of colleagues enjoy their work in PolyU as compared to the “Reserve” counterparts.
- However, this group of colleagues merely comprises 27% of the respondents.
  - *Would it be beneficial to PolyU if more colleagues who could share similar views about work and work-life?*

# REPORT ON OPEN-ENDED COMMENTS



- An opening comment:
  - *“It is necessary to point out the difference between work load and work stress. Sometimes one’s work stress might not increase even if one’s work load increases. In my department, I don’t think my work load is always heavy – it is in fact somewhat seasonal. But I think my work stress has always been heavy....”*

# COMMENTS ON UNIVERSITY MANAGEMENT (1)



- Continuous creation of procedures and bureaucracies that brings more **stress and disharmony**.
  - *e.g. annual staff appraisal exercise*
- **Inattention** to voices of front-line staff members.
  - *e.g. abolishing of the 'Non-heads of department representatives Committee' with no appropriate replacement*
- One is a loser if one is not the top performer.
- **Misconduct / mismanagement** at departmental/faculty level in terms of appointment, promotion and retention issues.

# COMMENTS ON UNIVERSITY MANAGEMENT (2)



- Ground work instead of PR work is needed:
  - *e.g. holding of work-life balance workshops are just another kind of workload for HRO/CPA and other related units; if management is taking serious of work-life balance issue, protect colleagues from overtime work*
  - *HR policies are not consistent, or never being able to implement seriously, across the board regarding to OT compensation and sick leave application*
- Over emphasizing on research performance has **demoralized** the education role of the university.

# COMMENTS ON TEACHING TRACK GRIEVANCES (1)



- “I have just been granted the 15-year Service Award, but I am still a contract staff.”
- The attitude of HRO to lower grade staff members is **dismissive**.
- Appraisal system is a top-down approach, and would generate a **shoe-shining** atmosphere.
  - *Similar comment is also noted from other constituencies.*
- Semester break is getting shorter and **script marking** is becoming more **pressurized**.
- Teaching loads in the university are assigned **without fairness and transparency**.
- The job title of PolyU is **demoralizing** when comparing with other local sister institutions.

# COMMENTS ON TEACHING TRACK GRIEVANCES (2)



- Departmental seniors have signaled teaching track staff is not as valuable as research track staff / departments have channeled almost all resources to the researchers.
- “Teaching staff are sharing the teaching load so that academic staff can excel, but teaching staff are **not valued** in terms of compensation and promotion opportunities.”
- Unlike the research track, a teaching track staff has to wait for a position to open. This is demoralizing.

# COMMENTS ON ACADEMIC TRACK GRIEVANCES (1)



- I only know the criterion/threshold for promotion consideration has changed after my submission.
- New research threshold has been **set too high** within an **unreasonable short time span**.
- The benchmarking reference for promotion is **unrealistic** when my department is making reference with the top ten universities in the world.
- “There are more than just success in grant application in assessing the performance of an academic staff.”
- The ‘**Up-or-Out framework**’ is the **source of work stress**.

# COMMENTS ON ACADEMIC TRACK GRIEVANCES (2)



- For long-service colleagues that were not trained with too much research orientation, there should be considerate arrangement for converting to the teaching track.
- Cut back unnecessary teaching or scale back its commitment to service if PolyU wants to be a research-led or research-intensive university.
- The emphasis on research paper and research grant belittled the attention given to teaching and start losing touch with the society. “I will **work purely on publication** to satisfy the new model and nothing matters anymore.”



# COMMENTS ON ACADEMIC TRACK GRIEVANCES (3)



- How can a staff manage high grade research paper and high score of SFQ and then participate in community or academic-related services? “**Our life and health have to be sacrificed.**”
- I am told a PhD from the same university (PolyU) is not ‘strong’ enough for promotion / gaining an assistant professorship: we are looking down ourselves and we are discouraging local students to register a PhD study in the university.

# COMMENTS ON ADMIN. STAFF GRIEVANCES (1)



- Weekend rosters are too frequent, and not uncommon to experience a night shift followed by a morning shift.
- There is no mechanism for promotion (promotion track) for general grade staff hitherto.
- Contribution of administrative staff members is not recognized because it is difficult to measure, and “eventually they are not given chance for their own career building”.
- One-to-one compensation time for weekend roster is not fair as one is sacrificing weekend time with family members.

# COMMENTS ON ADMIN. STAFF GRIEVANCES (2)



- New policy implementations (double cohort years, LOAP exercise, annual appraisal exercise) without additional staff power: “**does the senior management know about what is happening at the departmental/unit level**”?
- The management has taken work-after-office-hour **for granted**.
- “**Staff appraisal is only one-directional** – junior staff cannot comment on their supervisors.”

# COMMENTS ON OPERATIONAL ISSUES (1)



- Terrible “work hour condition” for academic staff
  - *Such as staff should not work for a span on more than 12 hours in each day*
  - *have at least 12 hours of rest between two working days*
  - *set ceilings for full time staff on number of days of evening teaching.*
- Taking leave is one of the simplest solutions of work-life balance: but does the management know that sometimes the **administration is uneasy** with this?

# COMMENTS ON OPERATIONAL ISSUES (2)



- Leave application has to fit with lots of constraints : it is not addressing needs and desires of staff.
- “I am a shift-duty staff and if my day-off is identical with a public holiday, I have no compensation: is this a fair arrangement?”
- “Leave is a continual problem for those staff of the 2010 Compensation and Benefit Model: staff do not have time to recover after busy teaching schedule”.

# COMMENTS ON TEMP. FULL TIME STAFF GRIEVANCES



- “As a temporary full-time instructor, with a non-renewable contract, I have been allocated to 35 teaching hours in two semesters of an academic year, and I still get high SFQ result, but I have no entitlement for merit increase because I am not entitled.”
- **Is it fair** to treat research staff as **temporary staff in the same post for several years?**
- Basic as taking sick leave, HR policy on us is to cut 1/5 of our daily salary of the leave application: what is your feeling on this?

# COMMENTS ON EMPLOYMENT TERMS DIVERSITY (1)



- There is a big difference between the salary and fringe benefit package of UGC Terms and New Terms staff members
- “I feel very sorry for my younger colleagues who do **not even have a decent holiday allowance** and they have **no bargaining power** because they are under contract terms.”
- “**pay differently for the same duty** ruins the **morale** of New Terms staff members.”

# COMMENTS ON EMPLOYMENT TERMS DIVERSITY (2)



- As a UGC term staff my entry requirement was low at the time but **my long period of working experience is never treasured** and now I cannot get promoted because of my education qualification. This is unfair for long-service staff members. It is also wrong for new term staff to assume that “long-service employees should do more”.



# COMMENTS ON MANAGEMENT / LEADERSHIP (1)



- Supervisors often **lack empathy or even basic listening skills.**
- Some unit heads always work overtime themselves and show sense of pride on this, and creating pressure on their subordinates.
- **Lunch-seminar is arranged and required compulsory attendance** with compensated time for lunch – but this is not the need of the staff who would just like to be left alone.
- “Supervisors should not expect subordinates to respond to emails outside office hours.”

# COMMENTS ON MANAGEMENT / LEADERSHIP (2)



- The major reason of work pressure comes from the **(in)ability of the middle and top management** of the department/unit in communication, planning and allocation of job duties.
- “My supervisor has created a **bill board on leave application** of staff members.”
- My supervisor requests the provision of medical certificate even for a one-day sick leave or else the leave would not be granted – this is not a requirement from HR policy, and this greatly damages the trust among colleagues.
- “The management style of the Head has great impact on the healthy work-life of one’s subordinates very much.”

# SUGGESTIONS FROM COLLEAGUES (1)



- **360 degree appraisal** to be adopted for staff members of different ranks so that more cross referencing can be collected
- To **establish very clear 'leave clearance system'** with resources from the central for backing up leave-created vacancies / job tasks.
- Leave Reform: **progressive increase in leave** with one's years of service.
- **Periodic surveys** for issues related to work-life balance at PolyU.
- **Establishment of a 'safe platform' led by HRO / PUSA** to accommodate different views and voices

# SUGGESTIONS FROM COLLEAGUES (2)



- Setting up of a **'student-teacher ratio' for a clear and fair teaching load calculation** across the board of faculties.
- To establish **policies in discouraging over-time work.**
- **Joining the 'Family Friendly Employer Practice'** and adopt policies and facilities for staff members (e.g. five working days week; paternity leave; breast-feeding venue).

# REMARKS



- We also noted a number of comments which are note-worthy but not directly related to work life balance
  - *e.g. request for extension of retirement age, complaints about the imbalanced internationalization policy of the University*
  - *PUSA would follow up in other occasions*
- Lots of grievances related with uncompetitive salary.
  - *PUSA noted that the “Compensation and Benefit Model for Staff Members remunerated under New Terms” tries to address this issue.*
  - *Nevertheless, PUSA would be perceptive on staff views related to compensation issues.*

# PUSA RECOMMENDATIONS (1)



- Re-adopting of the 360-degree appraisal model.
- Establishment of a clear promotion framework for non-academic staff members.
- An immediate review on the Teaching Track with emphases on:
  - *introducing regular-terms offer*
  - *opening up of job titles beyond 'Senior Teaching Fellow'*
- Increase transparency of DSC on matters relating to appointment, promotion and retention of departments/units

# PUSA RECOMMENDATIONS (2)



- Critical review of the DSC, FSC and USC composition for greater transparency and representation.
- Reduce employment terms diversity: staff members of the UGC vs. new terms.
- Review of employment terms of, and policies on, temporary full time staff.
- Implementation of the leave clearance system.
- Better management of time-tabling exercise.
- Training for supervisors on supervision and management skills.



# OUR GRATITUDE

- We would like to take this opportunity to express our sincere thanks to:
  - *Statistical Advisory Unit of AMA.*
  - *Colleagues who have taken the time and courage to participate in this survey.*





# IN MEMORIAM

- In memory of our late colleague, Mr. Wilfred Lai.

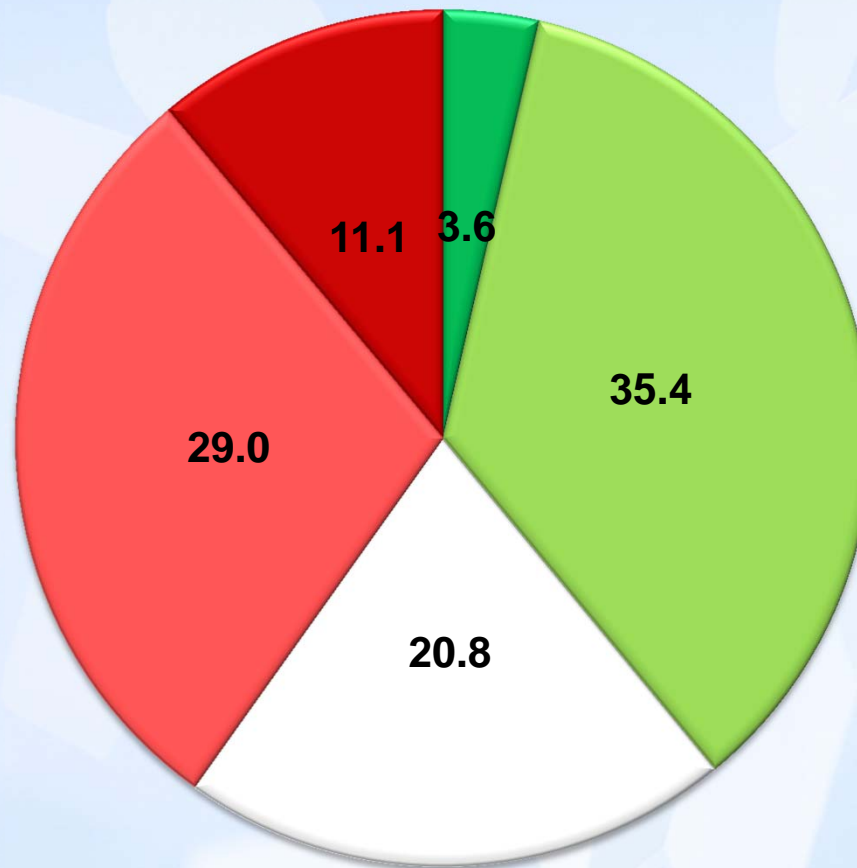


# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q1: *My workload is reasonable.*
  - *Mean Score: 3.09*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 50

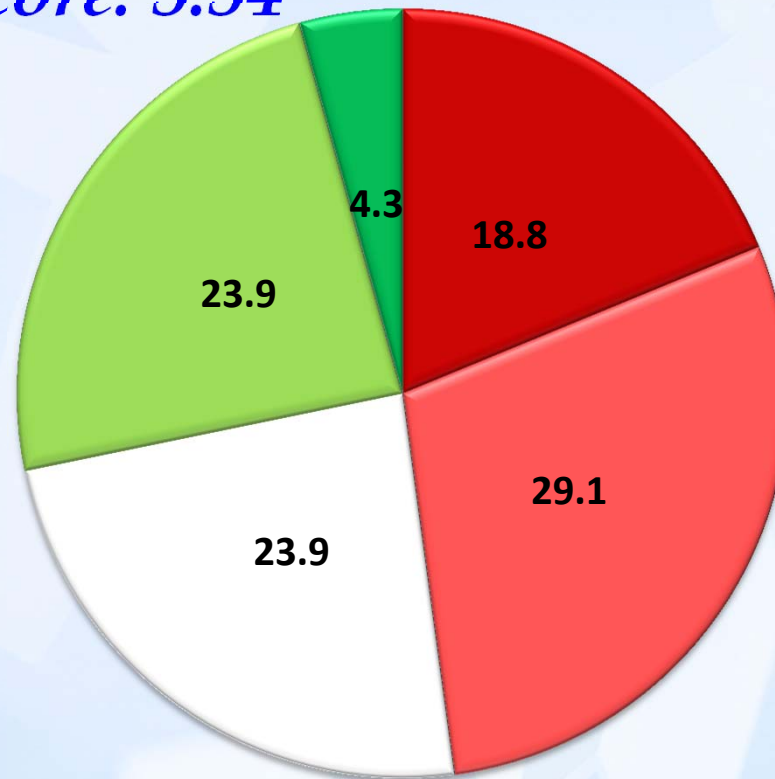
# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q2: *I always have to work long hours or an excessive amount of overtime.*

– *Mean Score: 3.34*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

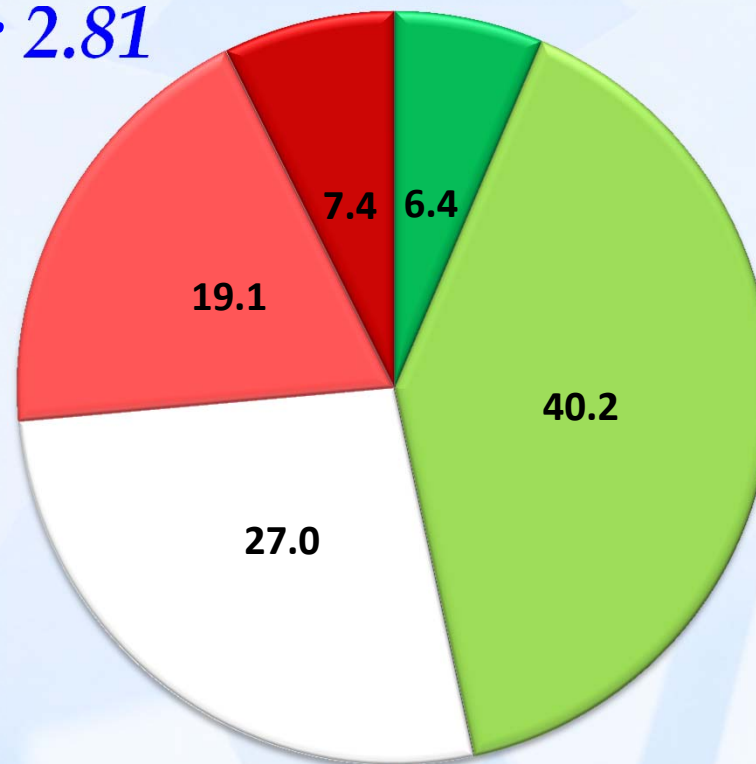
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q3: *The deadlines given to me and the performance standards expected of me by my supervisor / HoD are on the whole reasonable.*  
– *Mean Score: 2.81*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

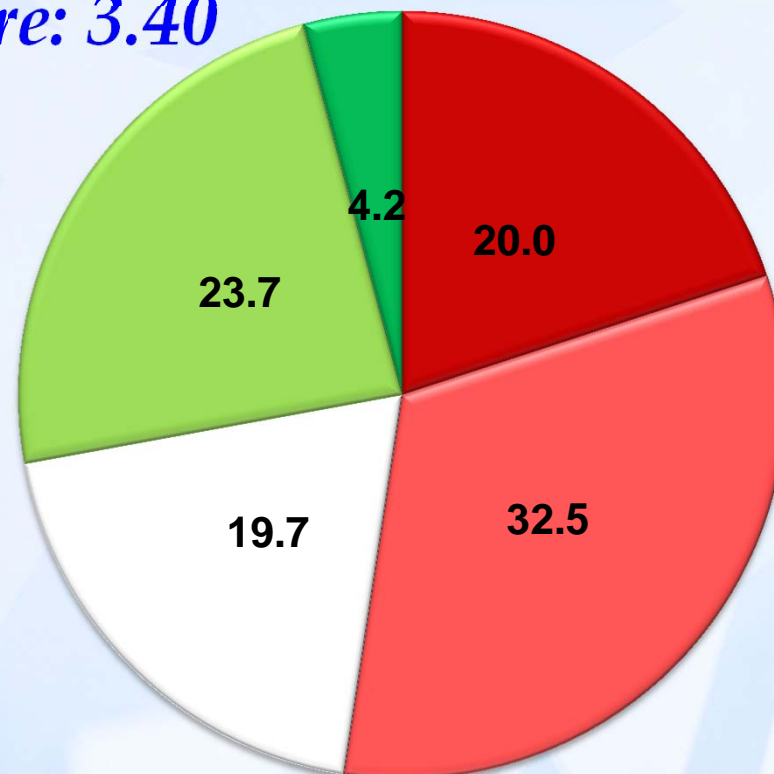
# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q4: *My job demands often force me to compromise or give up my personal / family activities.*

– *Mean Score: 3.40*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

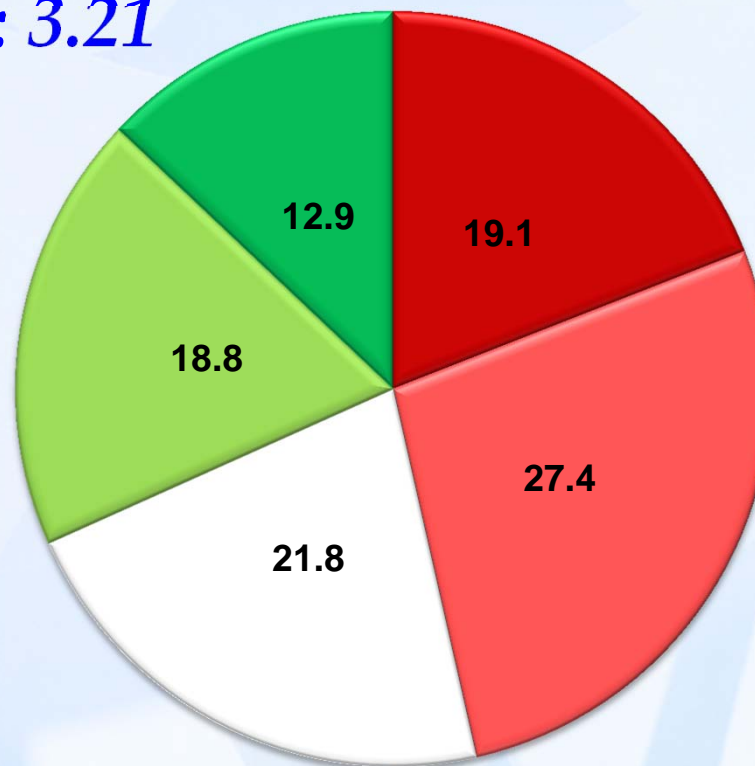
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q5: *I have seriously considered quitting my current job in order to achieve better balance between work and personal life.*
  - *Mean Score: 3.21*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

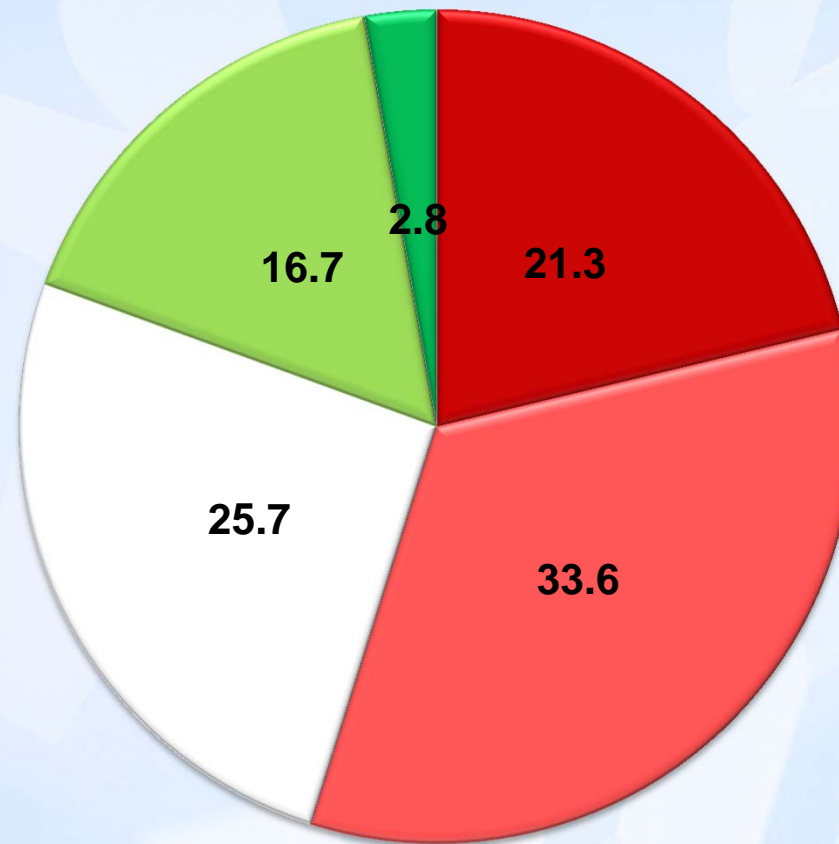
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q6: *My work is very stressful.*  
– *Mean Score: 3.54*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

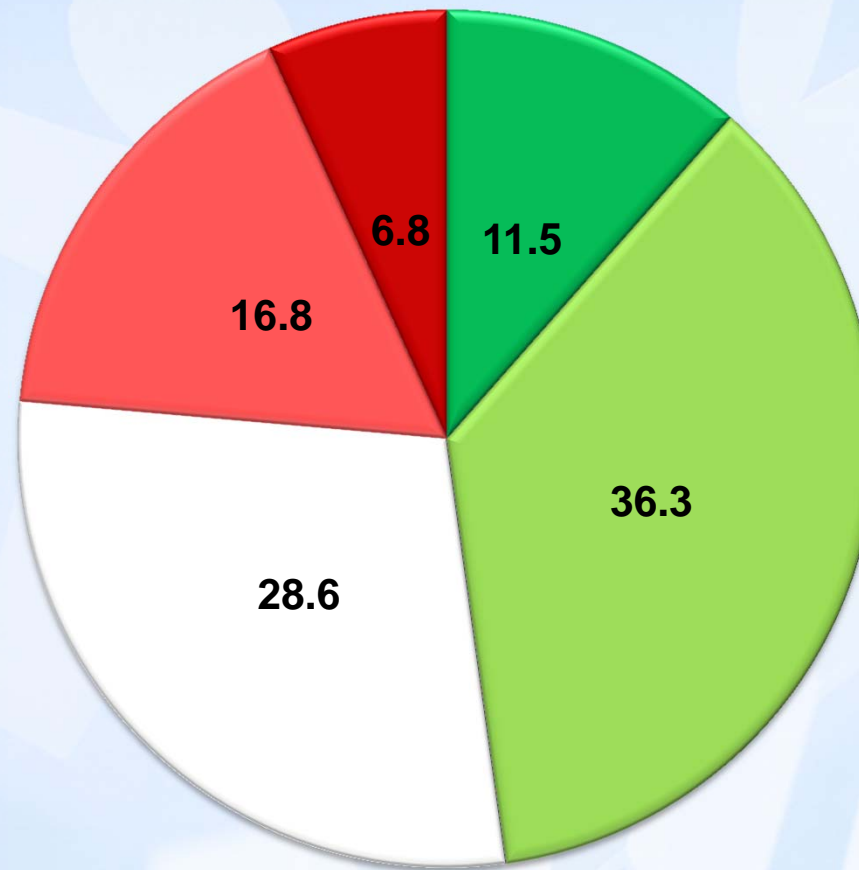
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q7: *I enjoy working in my department / unit.*  
– *Mean Score: 2.71*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

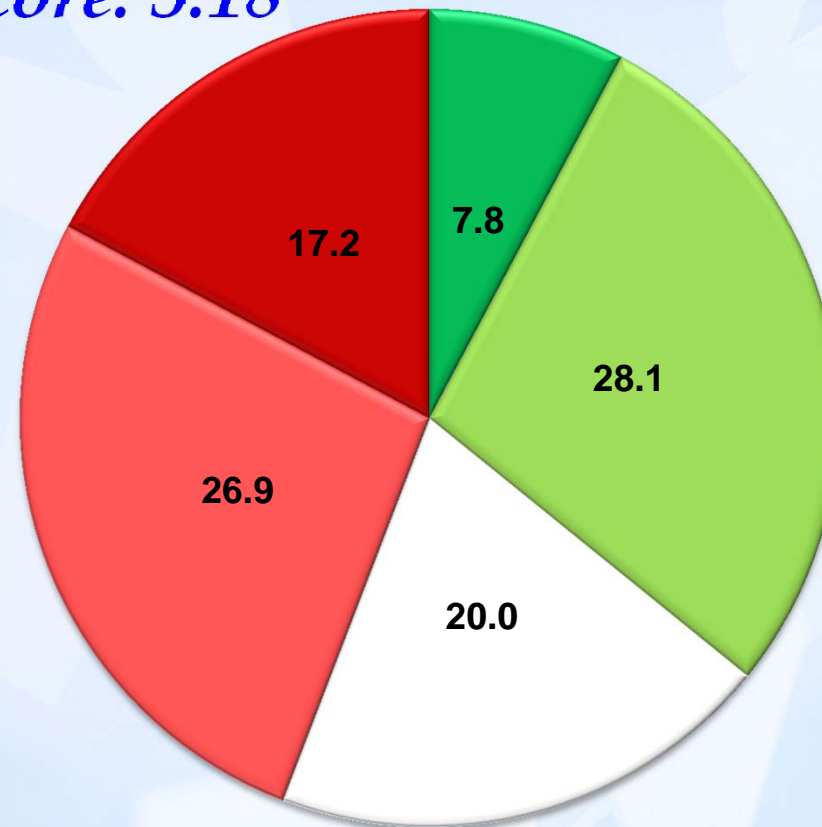


# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q8: *I am treated fairly among colleagues in my department / unit.*
  - *Mean Score: 3.18*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

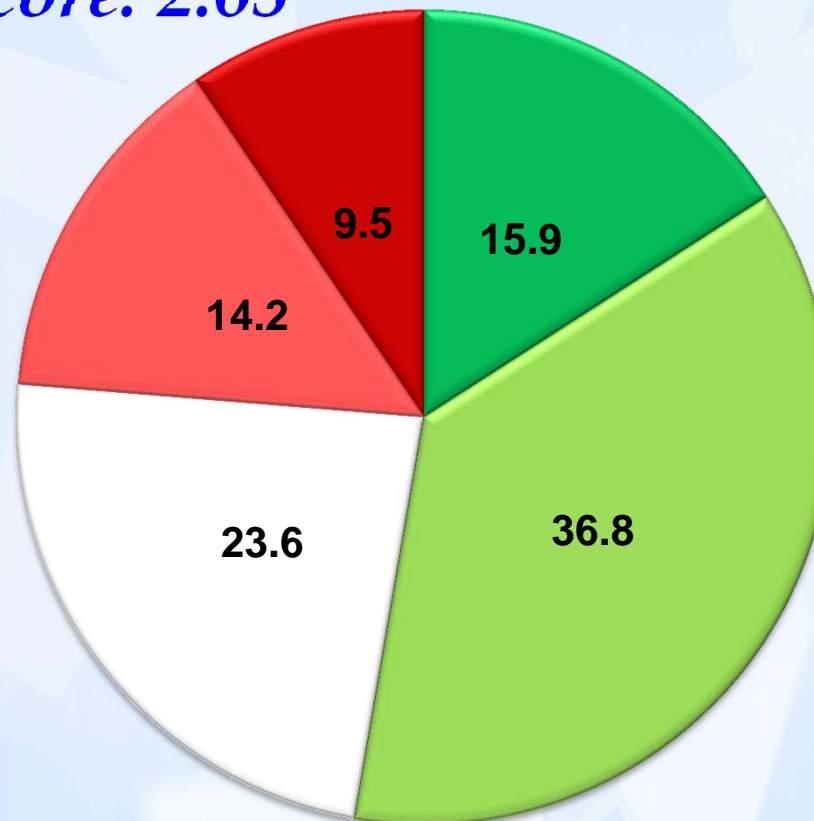
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q9: *My supervisor / Head of department or unit treat me with respect.*
  - *Mean Score: 2.65*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

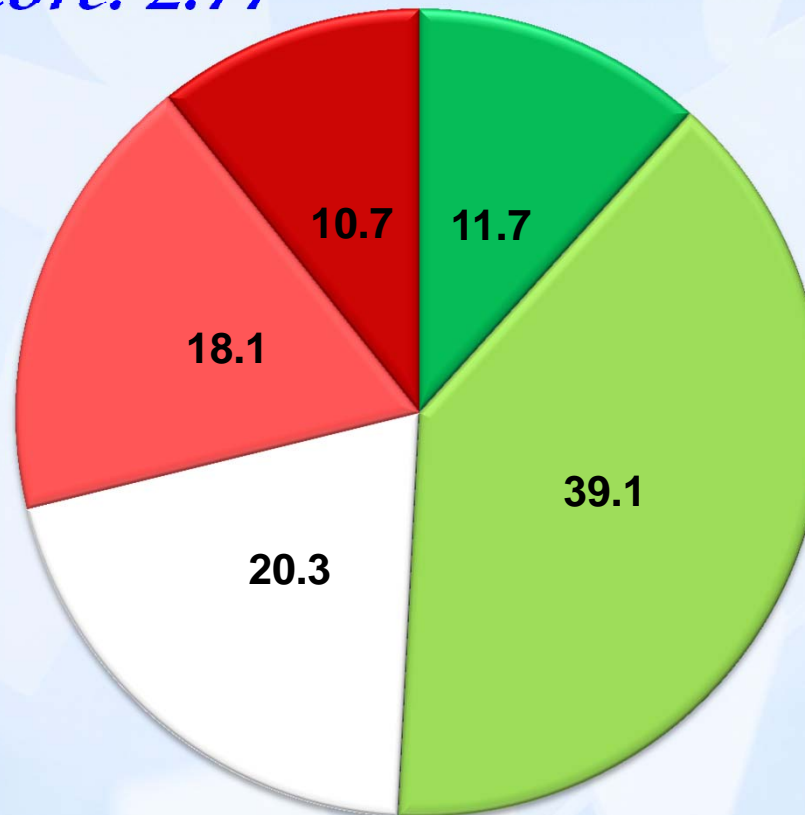
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q10: *I feel comfortable approaching my supervisor with my concerns.*
  - *Mean Score: 2.77*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

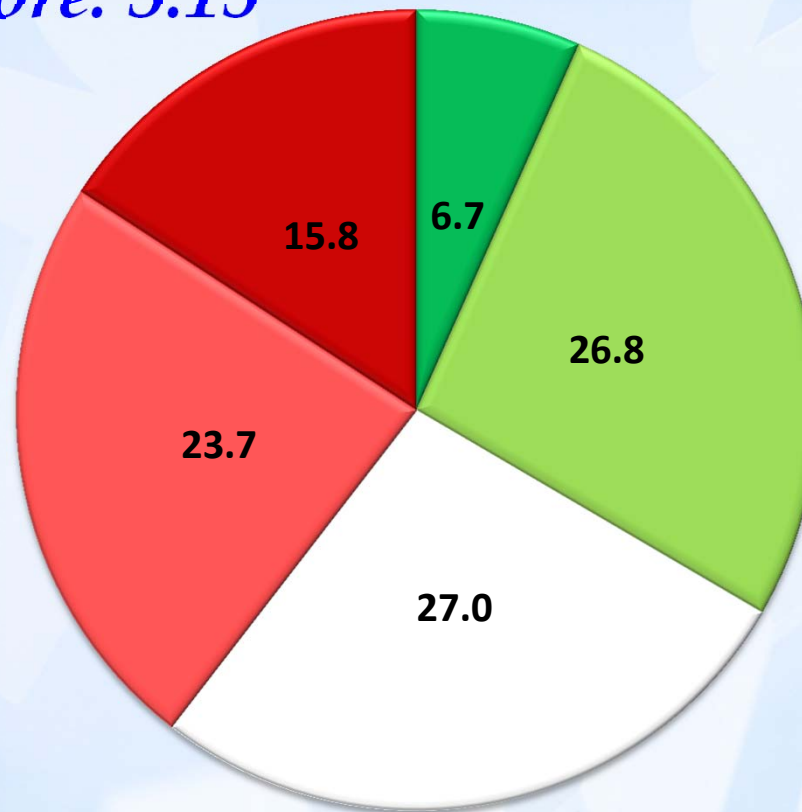
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q11: *Difference in opinion is valued in my department / unit.*
  - *Mean Score: 3.15*



**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.

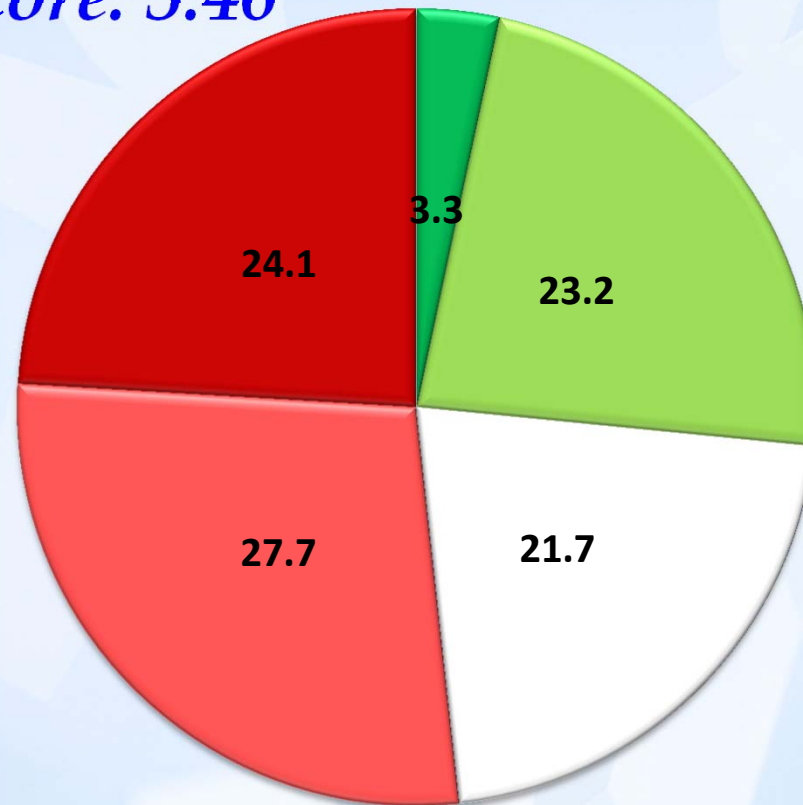
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q12: *I feel appropriately compensated for the work I am doing.*
  - *Mean Score: 3.46*



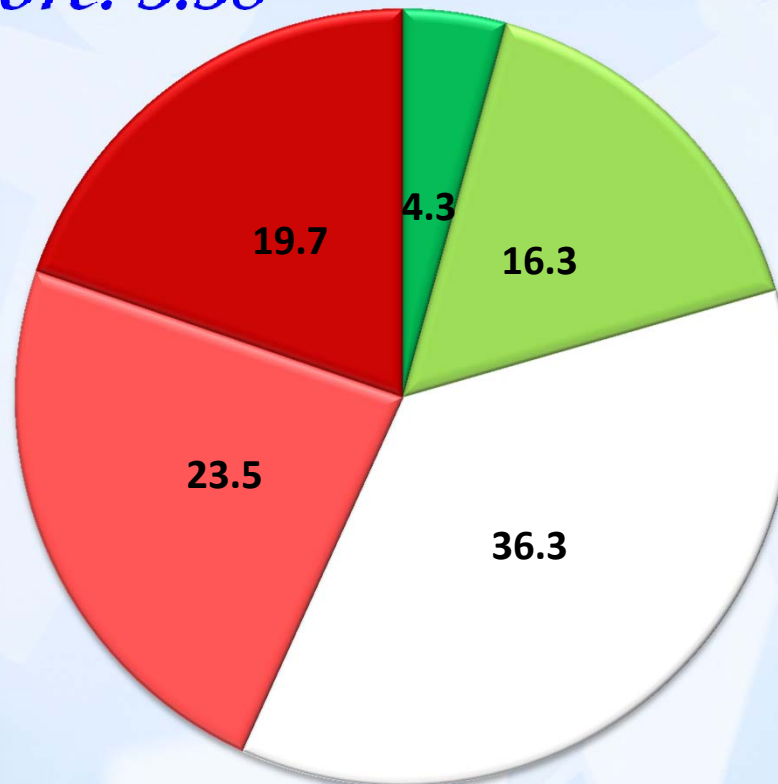
**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Q13: *I would recommend PolyU to my friends and family as a good place to work.*  
– *Mean Score: 3.38*



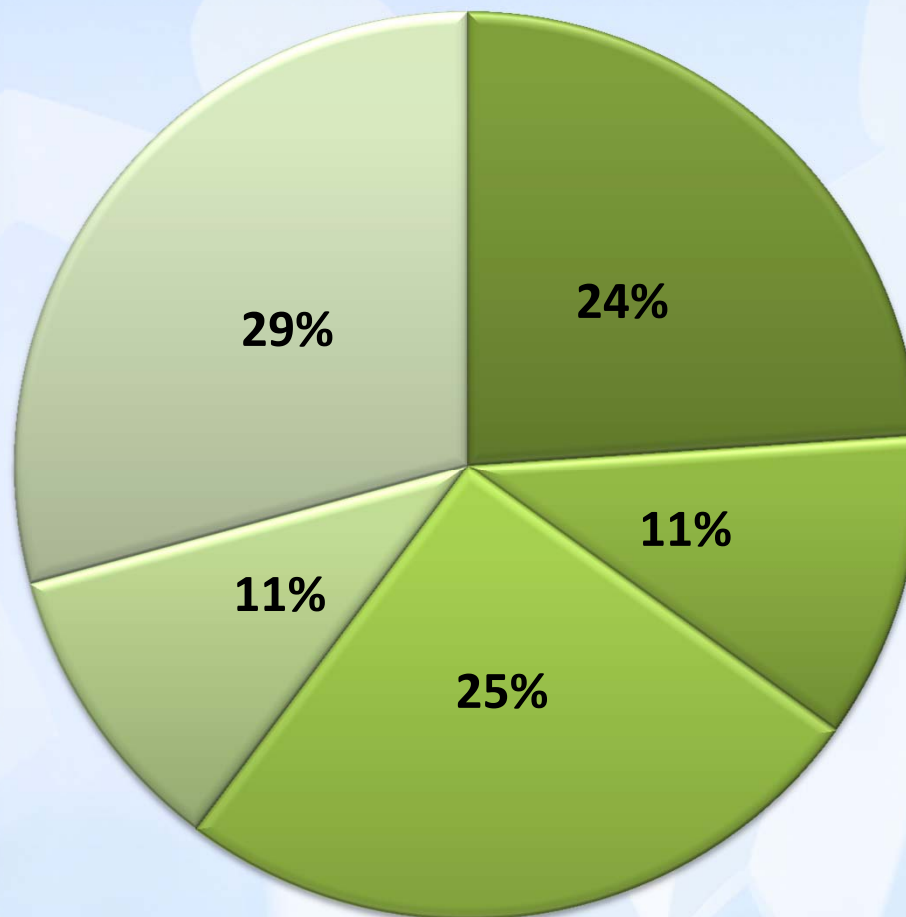
**Notes:** 1. The score reported is under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS

## OVERALL RESULTS



- Years of service distribution



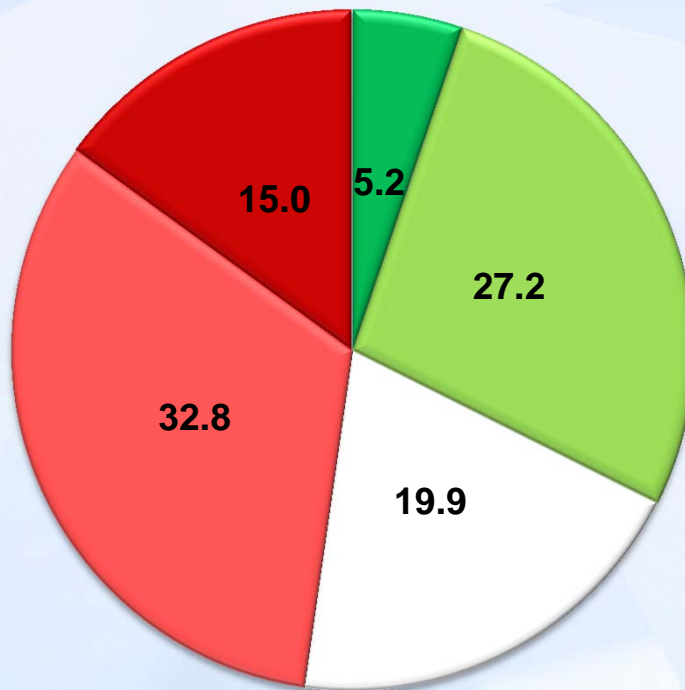
- < 3 Years
- 3 – 5 Years
- 5 – 10 Years
- 10 – 15 Years
- > 15 Years

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

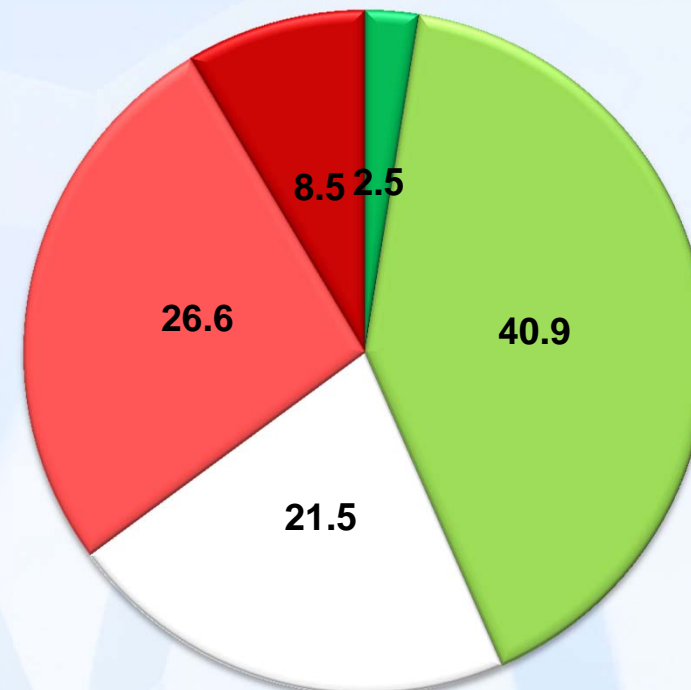


- Q1: *My workload is reasonable.*
  - *Academic staff mean score: 3.25 (N=287)*
  - *Admin staff mean score: 2.98 (N=433)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 64

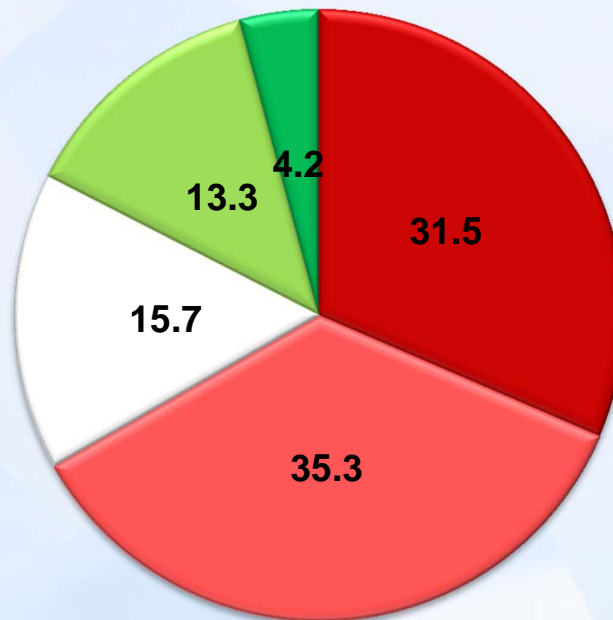


# DETAILED SURVEY RESULTS BY STAFF CATEGORY

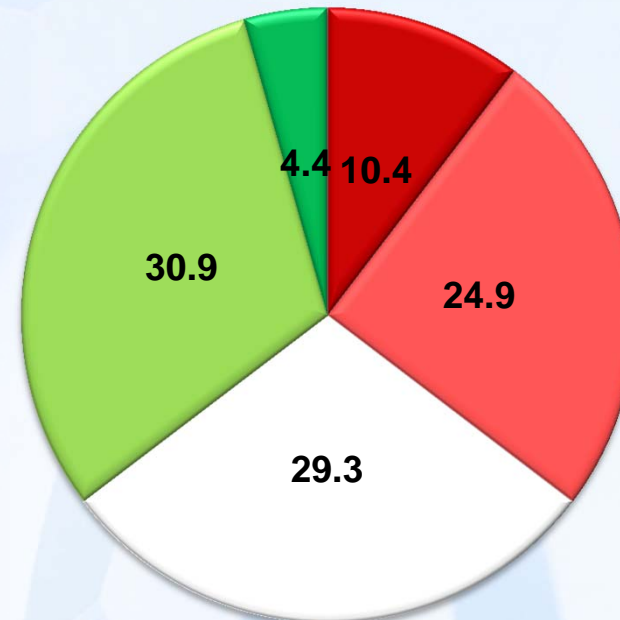


- Q2: *I always have to work long hours or an excessive amount of overtime.*
  - *Academic staff mean score: 3.77 (N=286)*
  - *Admin staff mean score: 3.06 (N=433)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

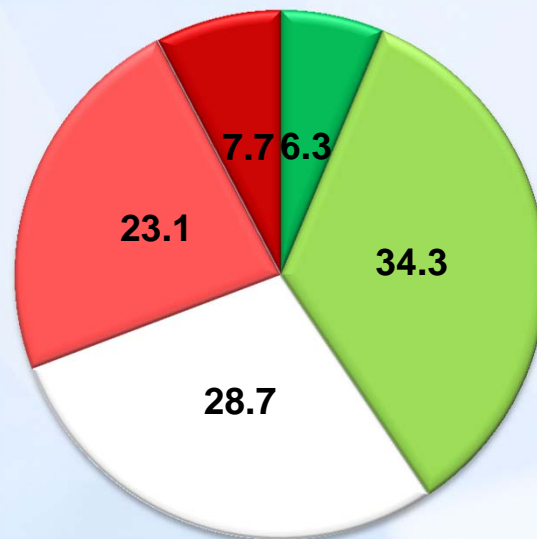
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 65

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

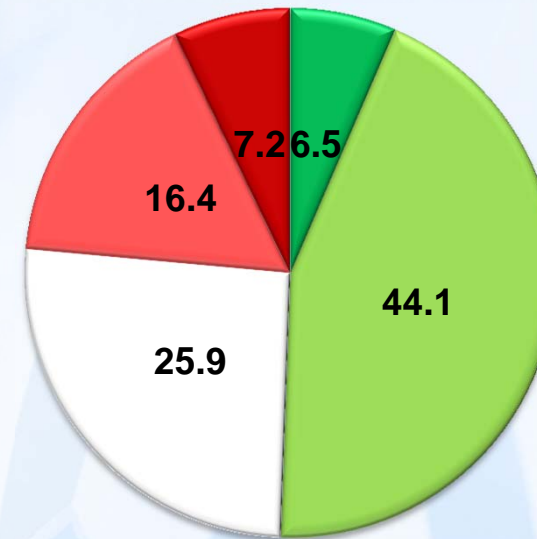


- Q3: *The deadlines given to me and the performance standards expected of me by my supervisor / HoD are on the whole reasonable.*
  - *Academic staff mean score: 2.92 (N=286)*
  - *Admin staff mean score: 2.74 (N=433)*

**Academic Staff**



**Admin Staff**



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

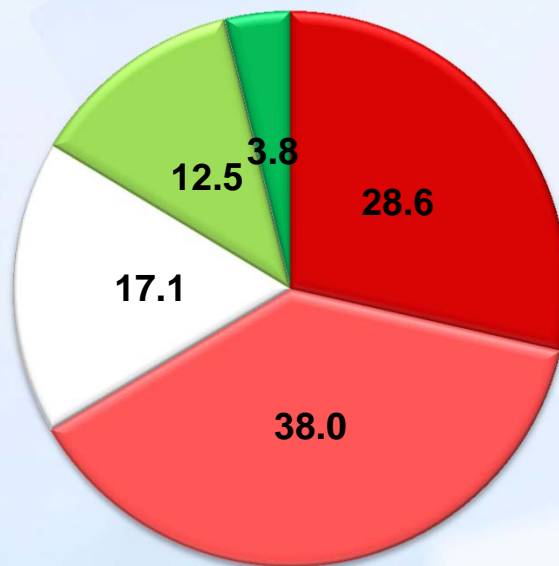
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 66

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

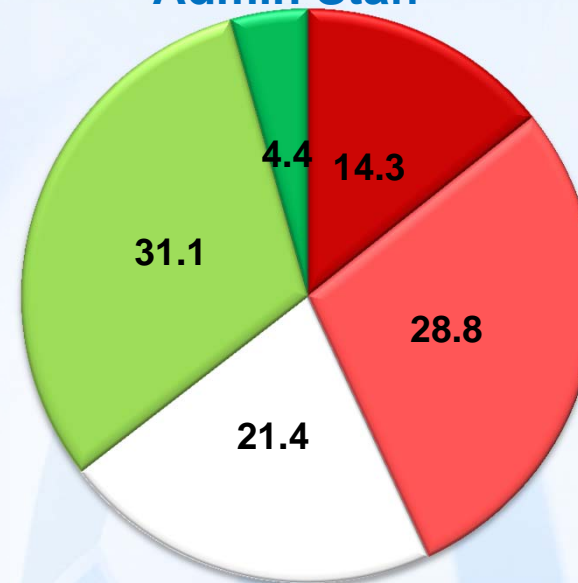


- Q4: *My job demands often force me to compromise or give up my personal / family activities.*
  - *Academic staff mean score: 3.75 (N=287)*
  - *Admin staff mean score: 3.18 (N=434)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

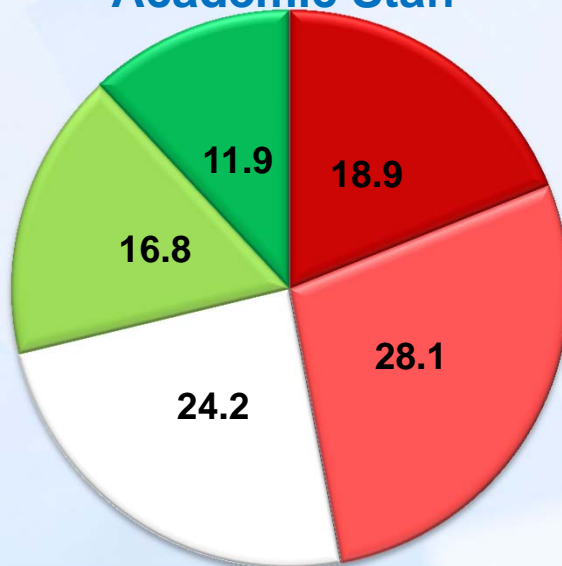
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 67

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

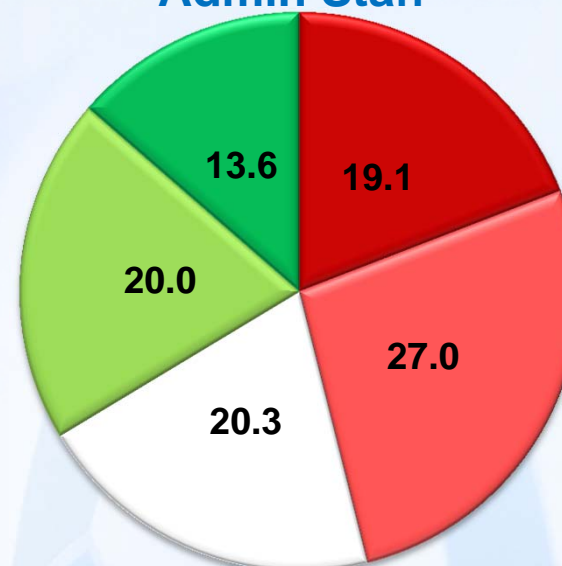


- Q5: *I have seriously considered quitting my current job in order to achieve better balance between work and personal life.*
  - *Academic staff mean score: 3.25 (N=285)*
  - *Admin staff mean score: 3.18 (N=434)*

Academic Staff



Admin Staff



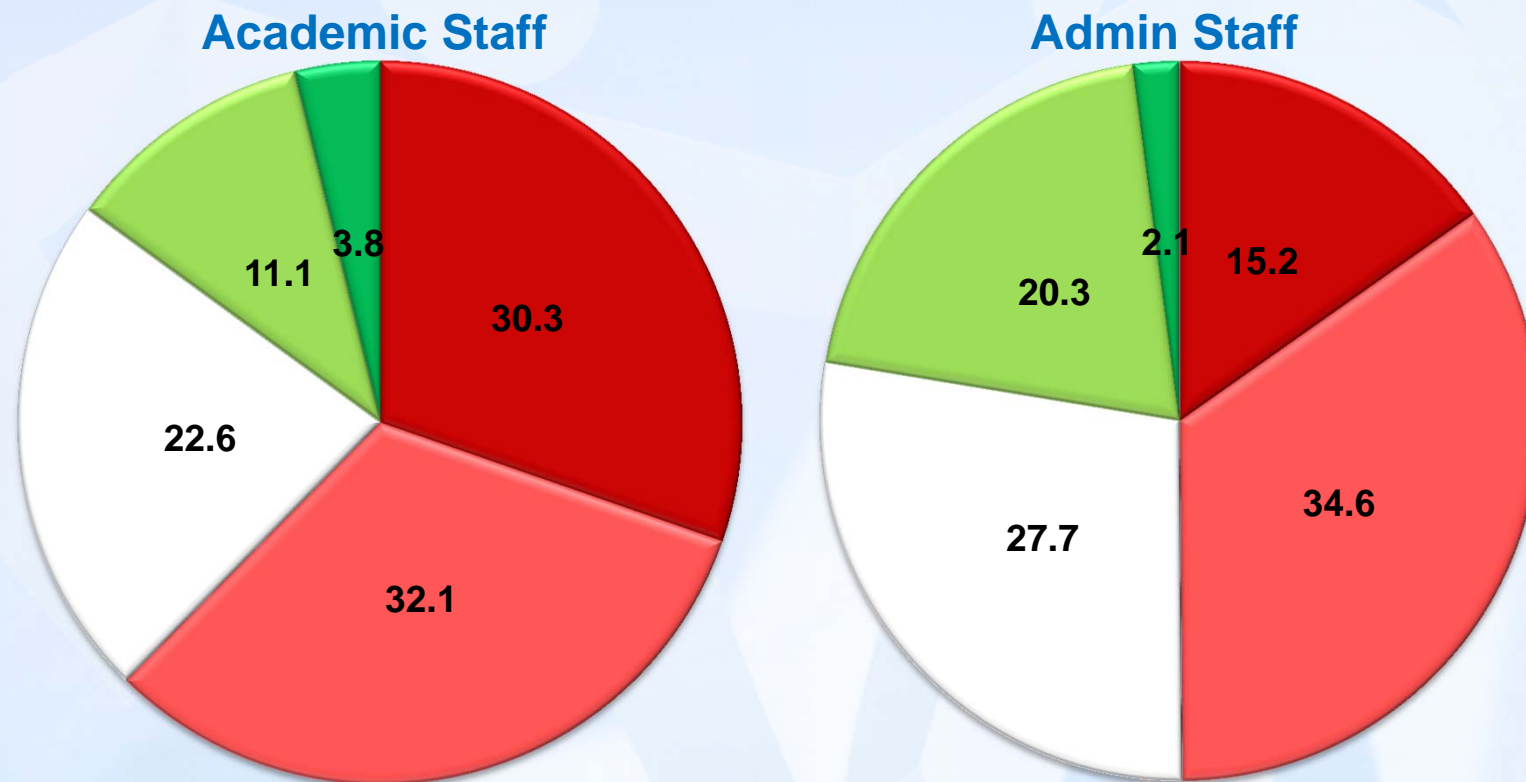
**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 68

# DETAILED SURVEY RESULTS BY STAFF CATEGORY



- Q6: *My work is very stressful.*
  - *Academic staff mean score: 3.74 (N=287)*
  - *Admin staff mean score: 3.41 (N=433)*



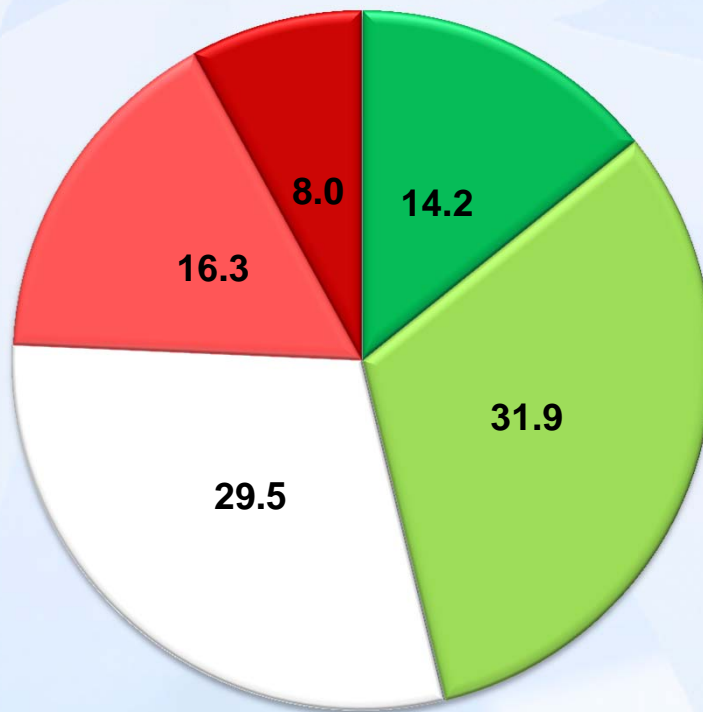
**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 69

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

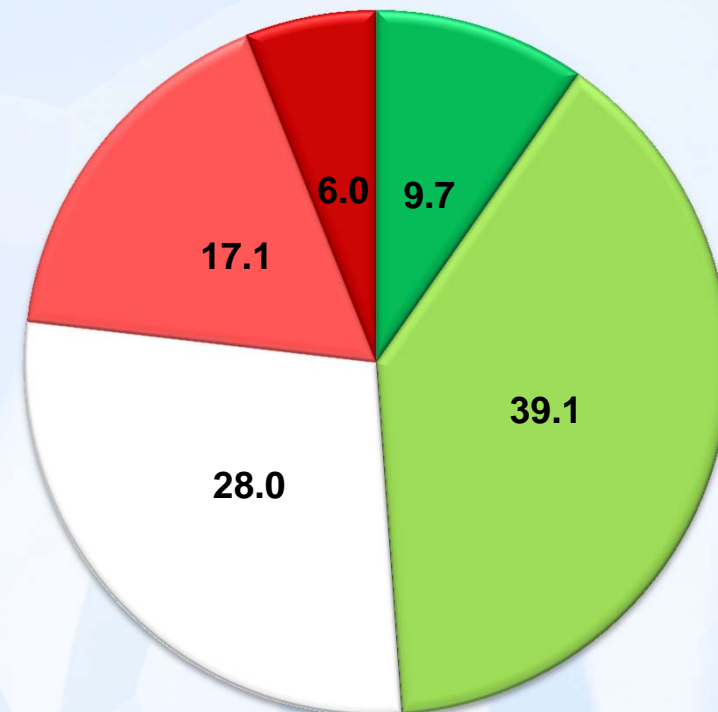


- Q7: *I enjoy working in my department / unit.*
  - *Academic staff mean score: 2.72 (N=288)*
  - *Admin staff mean score: 2.71 (N=432)*

Academic Staff



Admin Staff



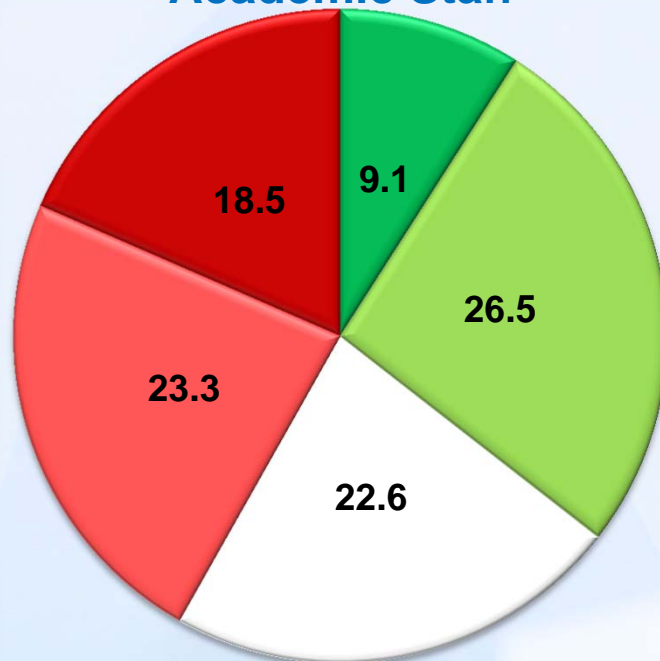
**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 70

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

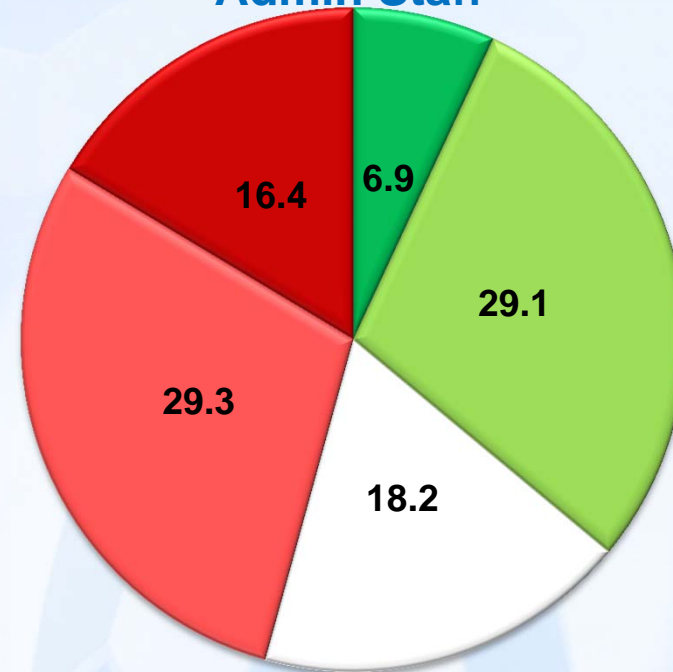


- Q8: *I am treated fairly among colleagues in my department / unit.*
  - *Academic staff mean score: 3.16 (N=287)*
  - *Admin staff mean score: 3.19 (N=433)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

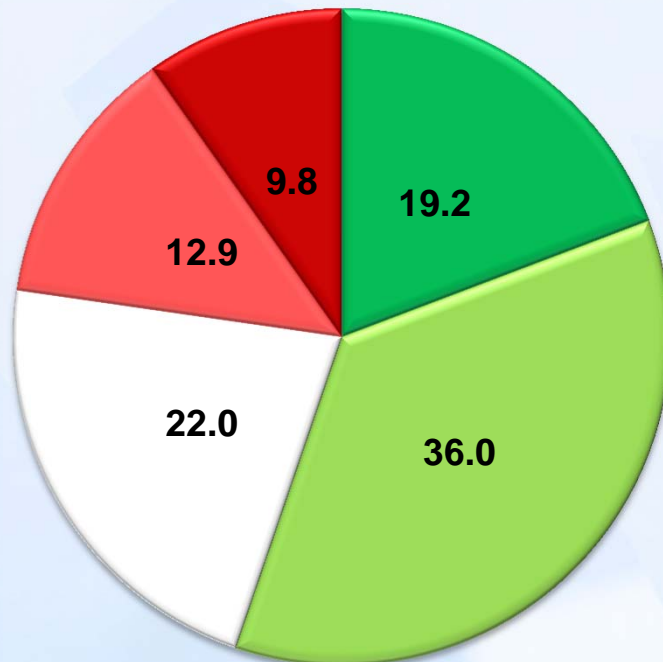
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 71

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

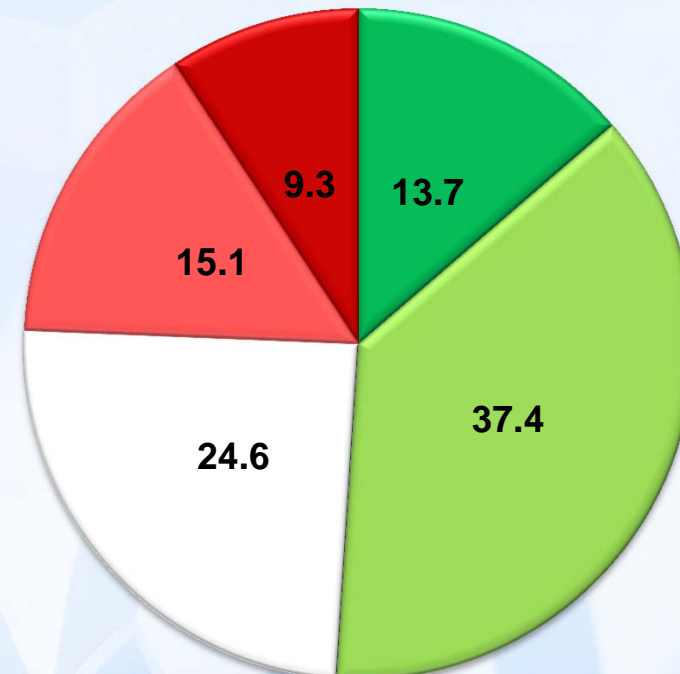


- Q9: *My supervisor / Head of department or unit treat me with respect.*
  - *Academic staff mean score: 2.58 (N=286)*
  - *Admin staff mean score: 2.69 (N=431)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 72

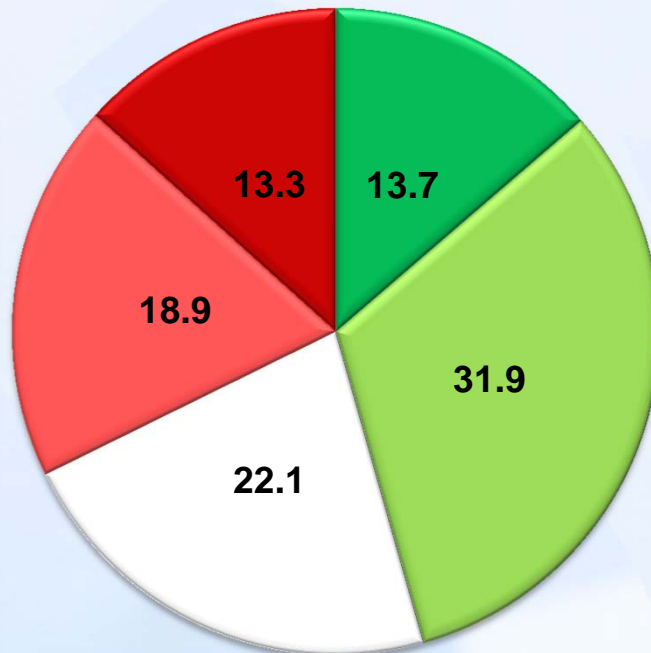


# DETAILED SURVEY RESULTS BY STAFF CATEGORY

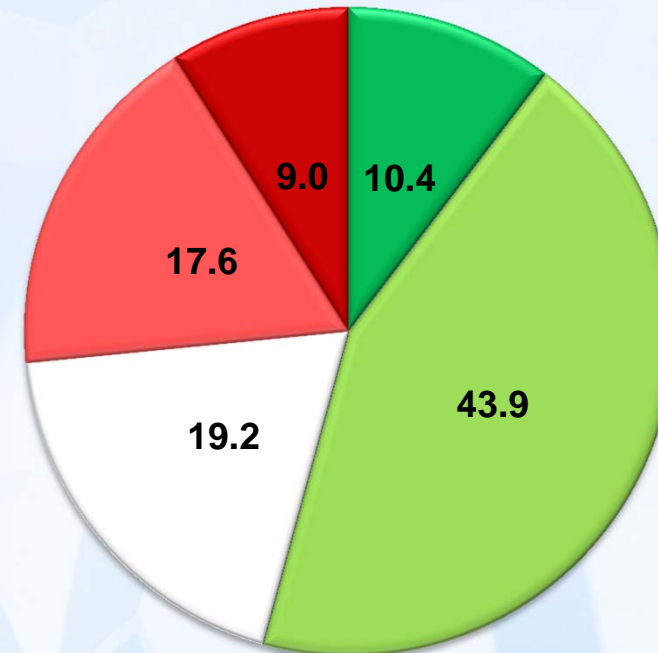


- Q10: *I feel comfortable approaching my supervisor with my concerns.*
  - *Academic staff mean score: 2.86 (N=285)*
  - *Admin staff mean score: 2.71 (N=433)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

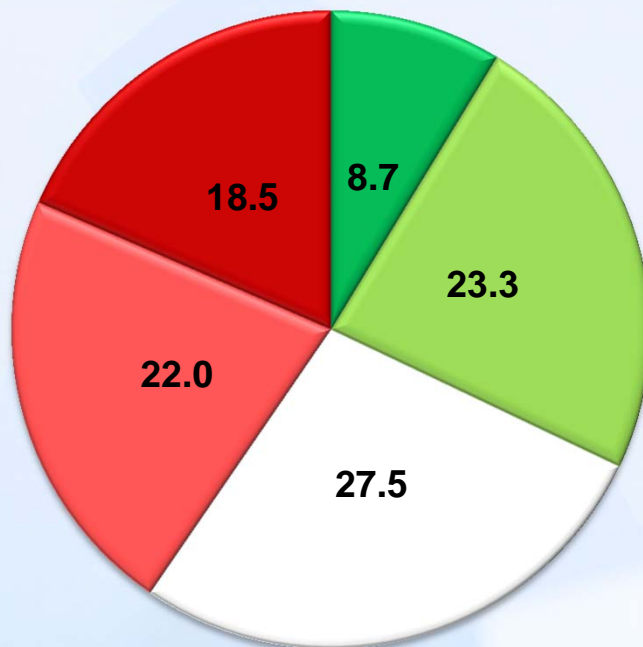
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response.

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

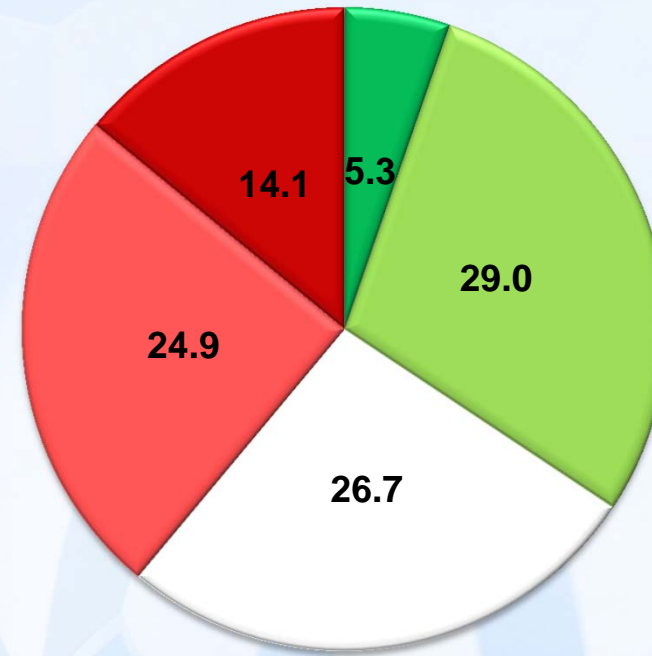


- Q11: *Difference in opinion is valued in my department / unit.*
  - *Academic staff mean score: 3.18 (N=287)*
  - *Admin staff mean score: 3.13 (N=434)*

Academic Staff



Admin Staff



**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

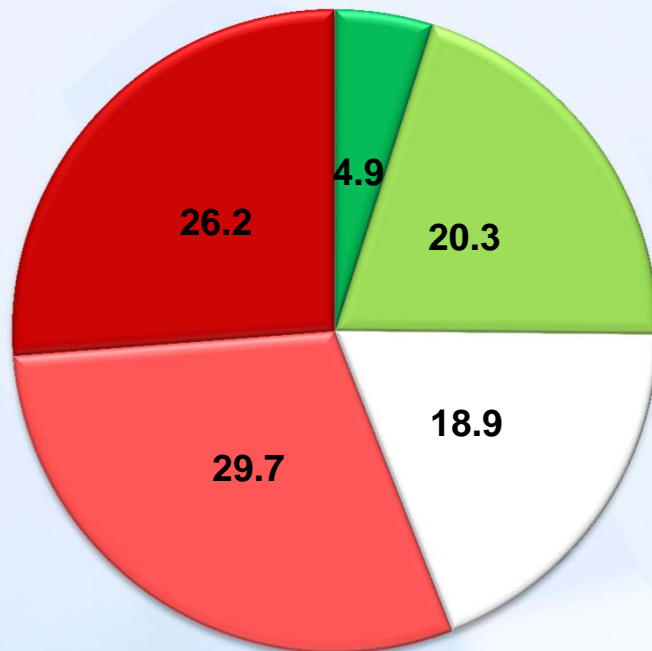
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 74

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

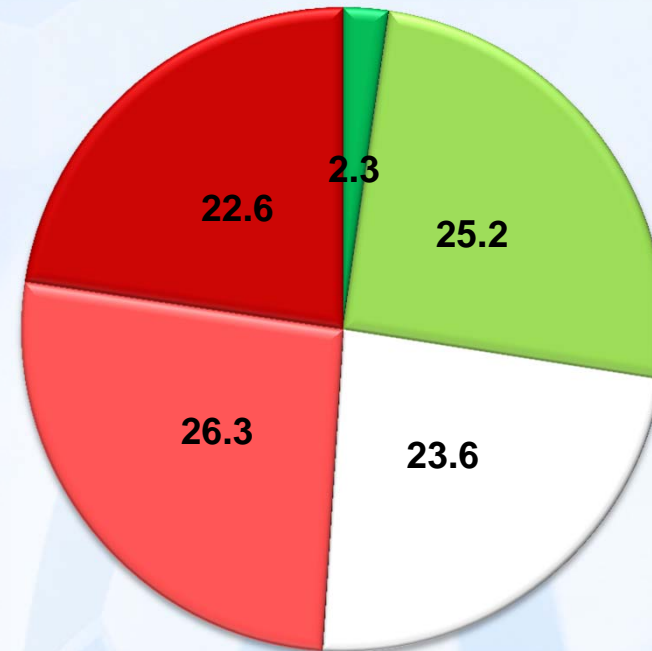


- Q12: *I feel appropriately compensated for the work I am doing.*
  - *Academic staff mean score: 3.52 (N=286)*
  - *Admin staff mean score: 3.42 (N=433)*

Academic Staff



Admin Staff



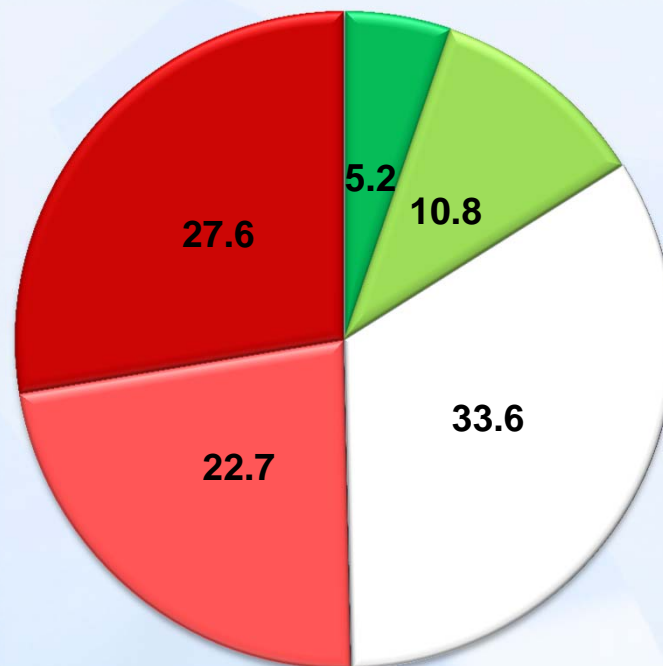
**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.  
2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 75

# DETAILED SURVEY RESULTS BY STAFF CATEGORY

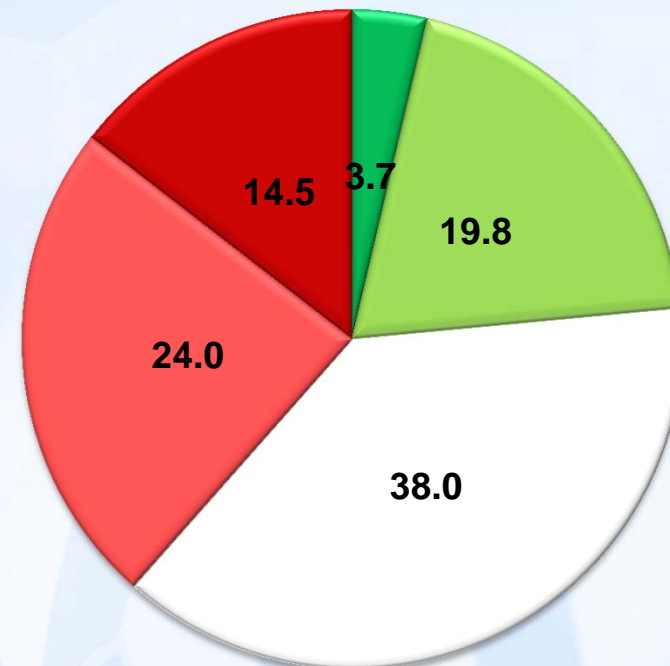


- Q13: *I would recommend PolyU to my friends and family as a good place to work.*
  - *Academic staff mean score: 3.57 (N=286)*
  - *Admin staff mean score: 3.26 (N=434)*

Academic Staff



Admin Staff



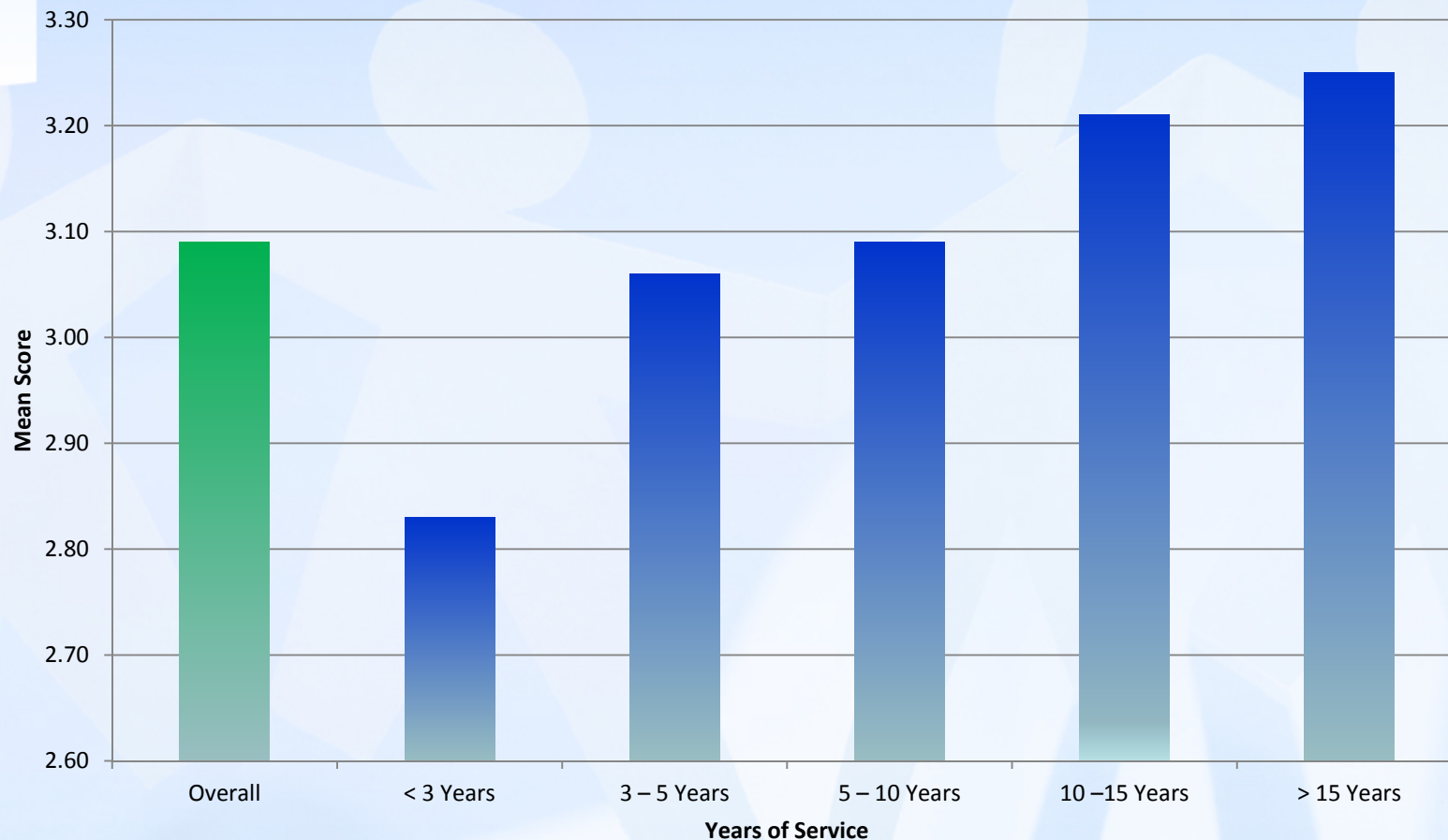
**Notes:** 1. Results reported are under a 5-point scale, higher score denotes less favorable response.

2. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 76

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q1: *My workload is reasonable.*



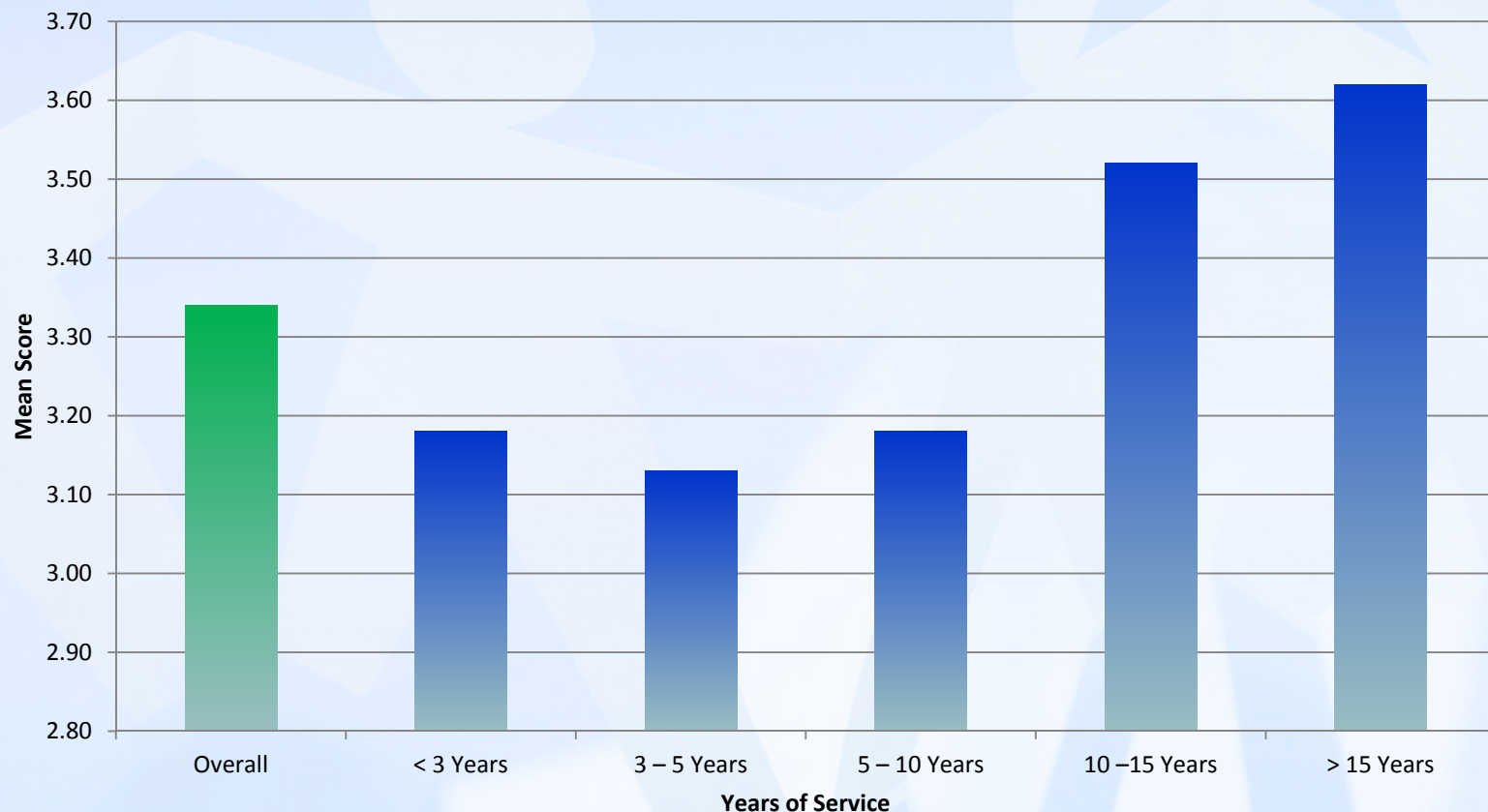
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q2: *I always have to work long hours or an excessive amount of overtime.*



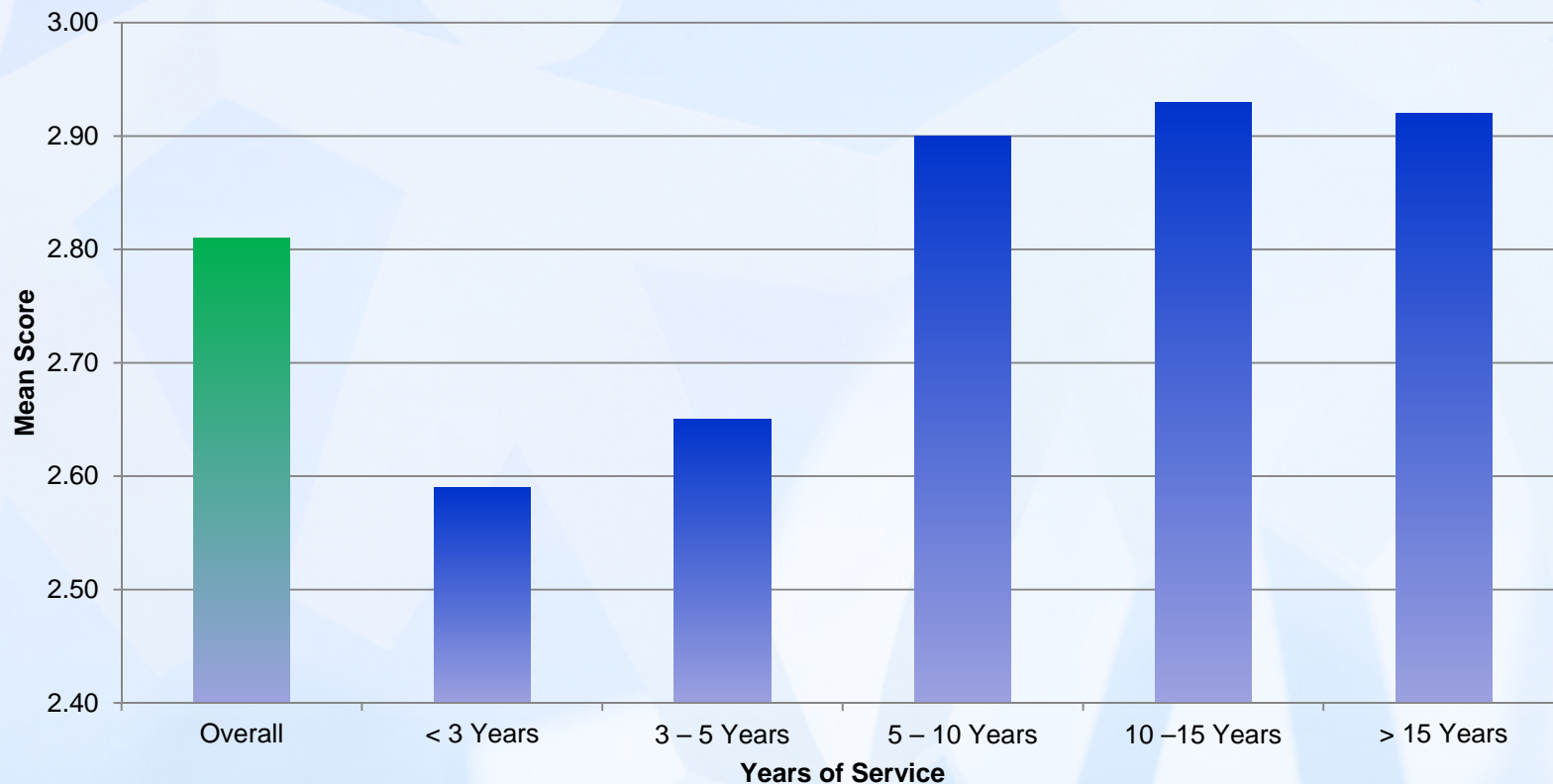
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q3: *The deadlines given to me and the performance standards expected of me by my supervisor / HoD are on the whole reasonable.*

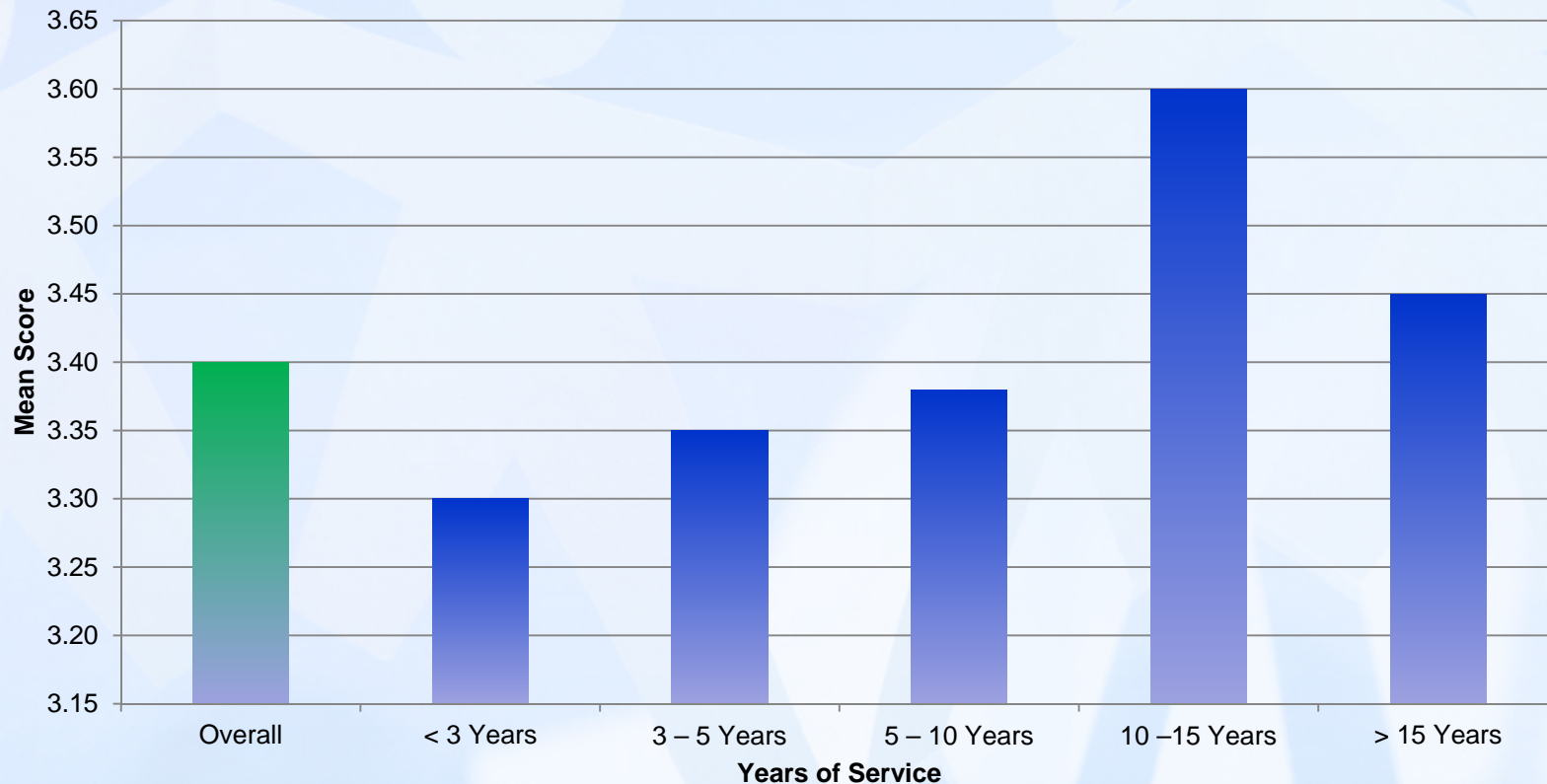


- Note:**
1. Results reported are under a 5-point scale, higher score denotes less favorable response.
  2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q4: *My job demands often force me to compromise or give up my personal / family activities.*



**Note:**

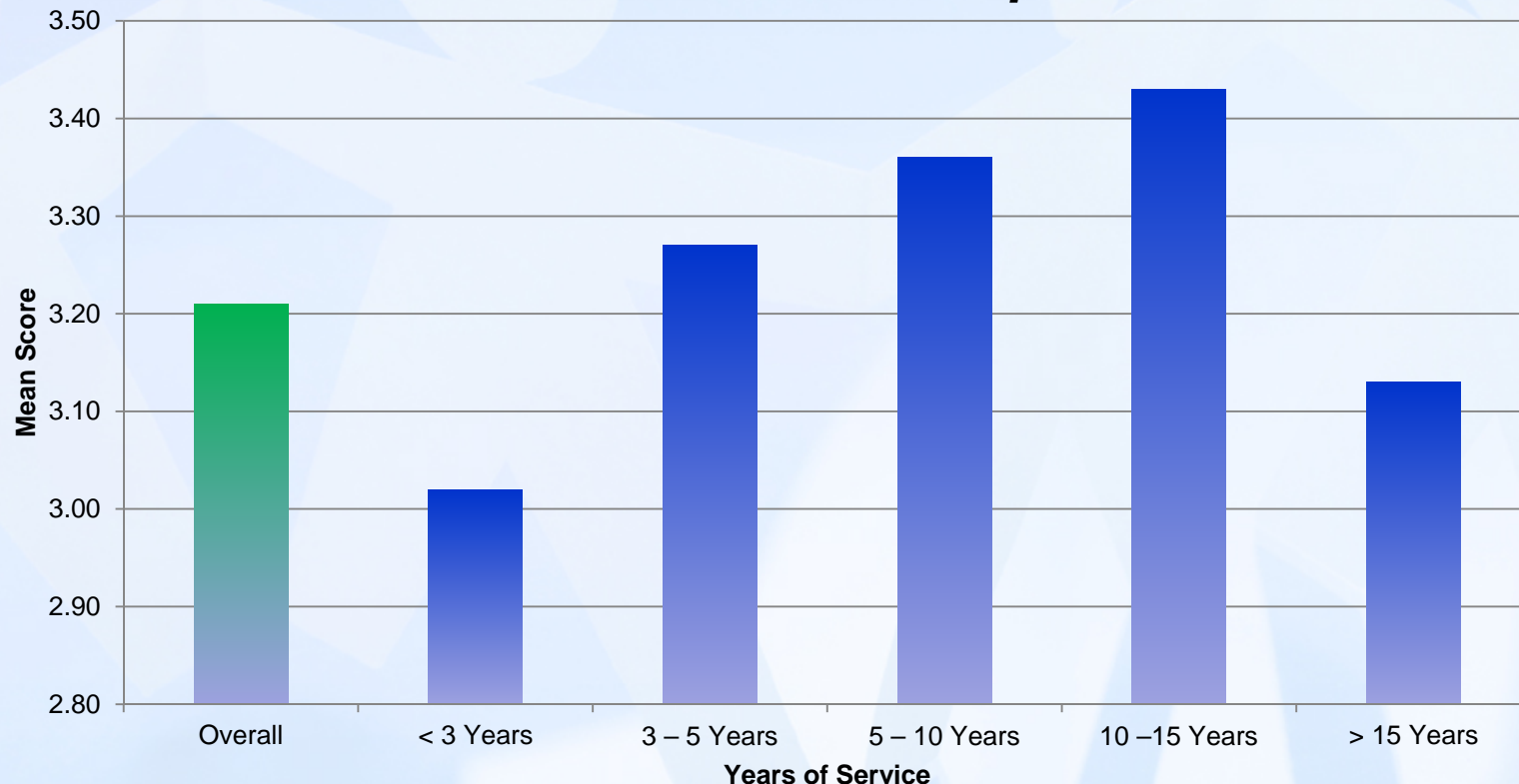
1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.



# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q5: *I have seriously considered quitting my current job in order to achieve better balance between work and personal life.*



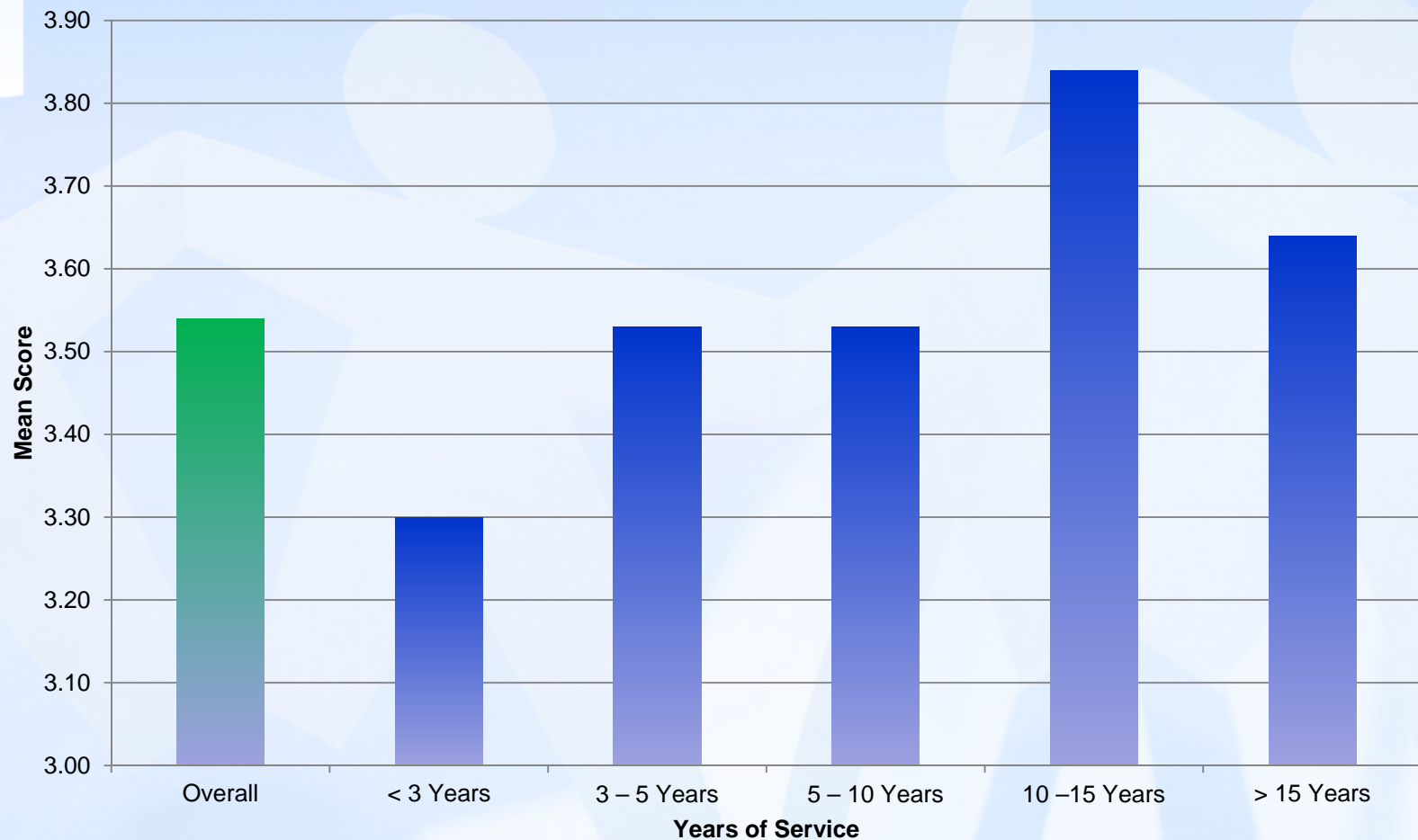
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q6: *My work is very stressful.*



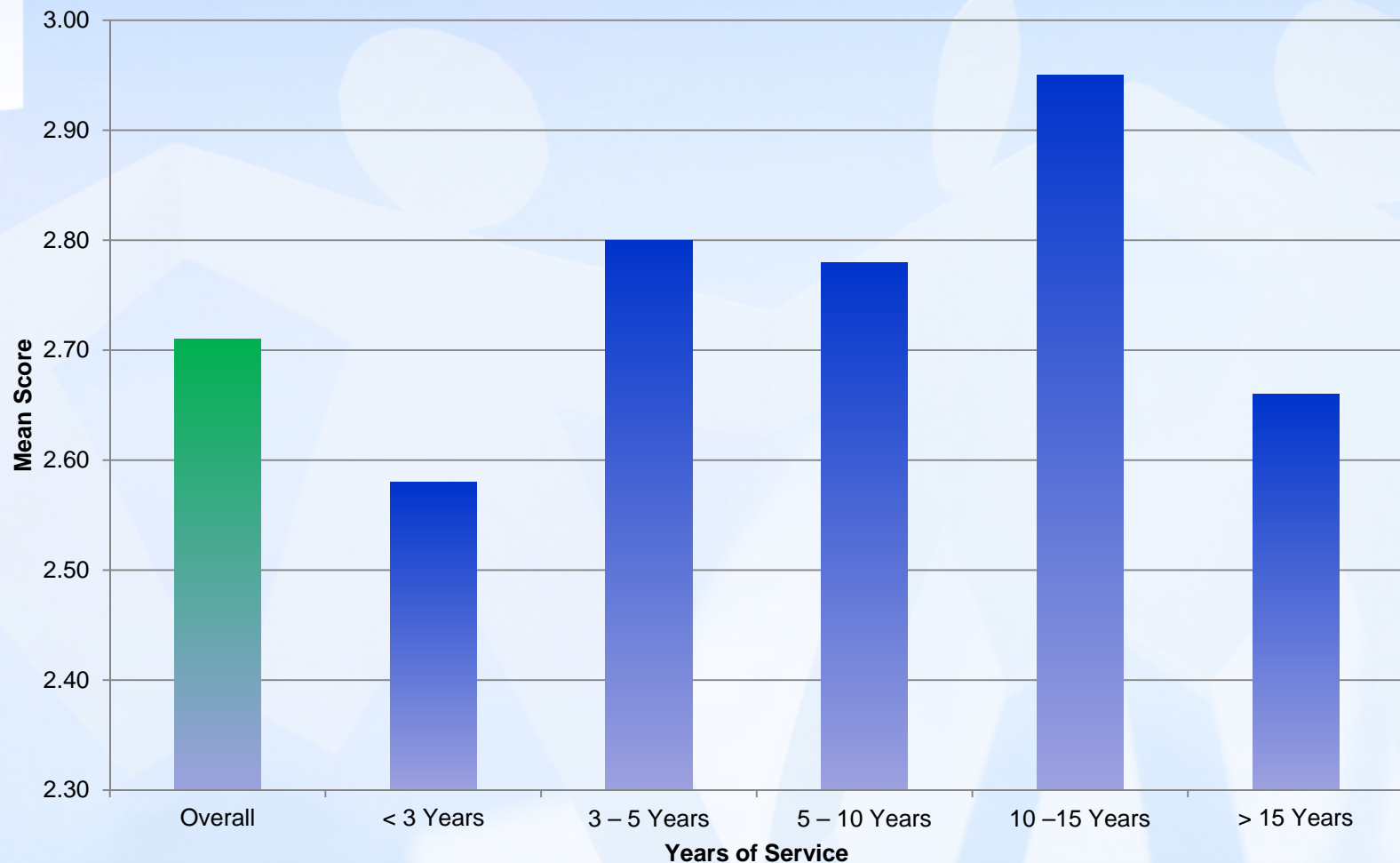
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q7: *I enjoy working in my department / unit.*



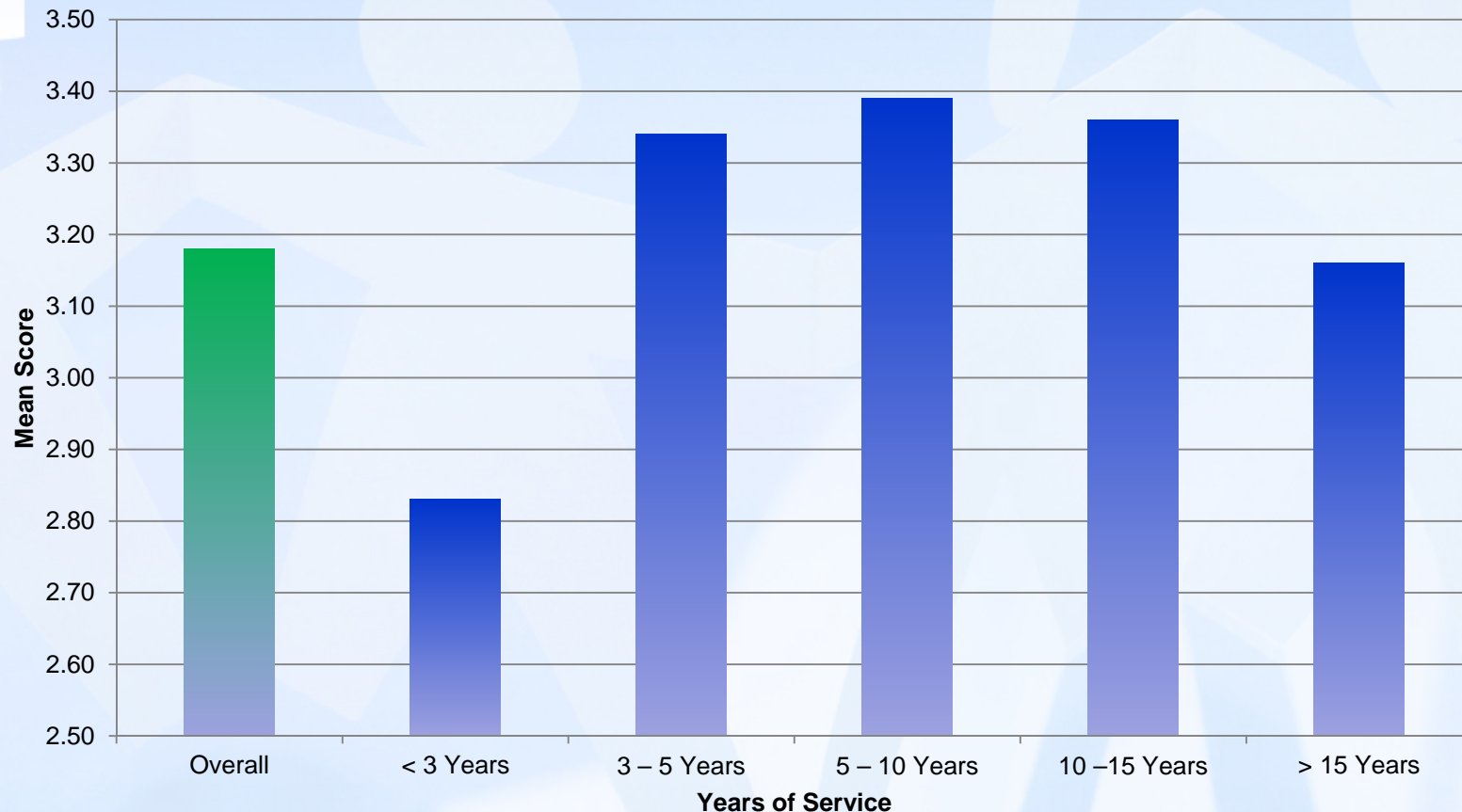
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q8: *I am treated fairly among colleagues in my department / unit.*



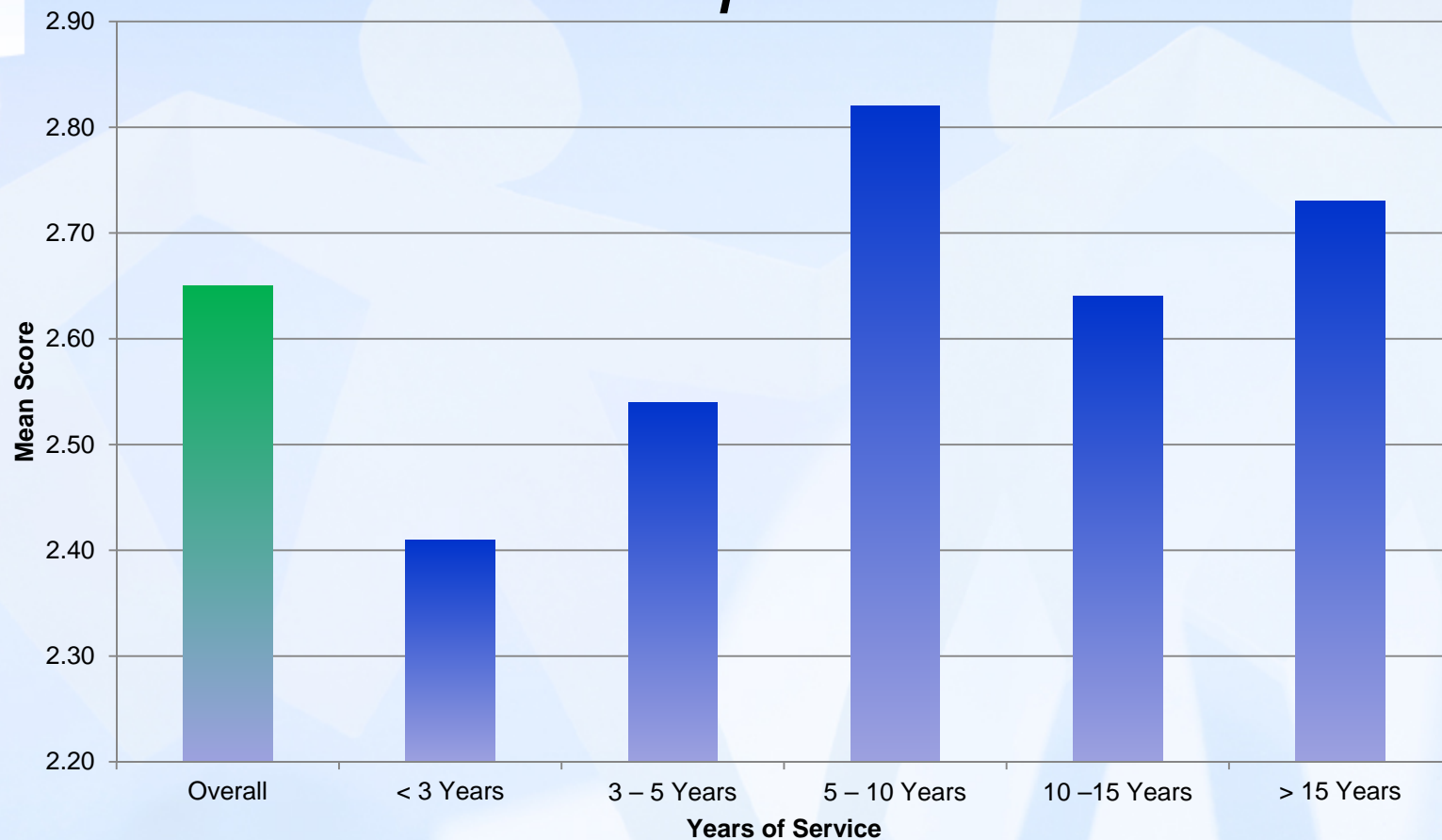
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q9: *My supervisor / Head of department or unit treat me with respect.*



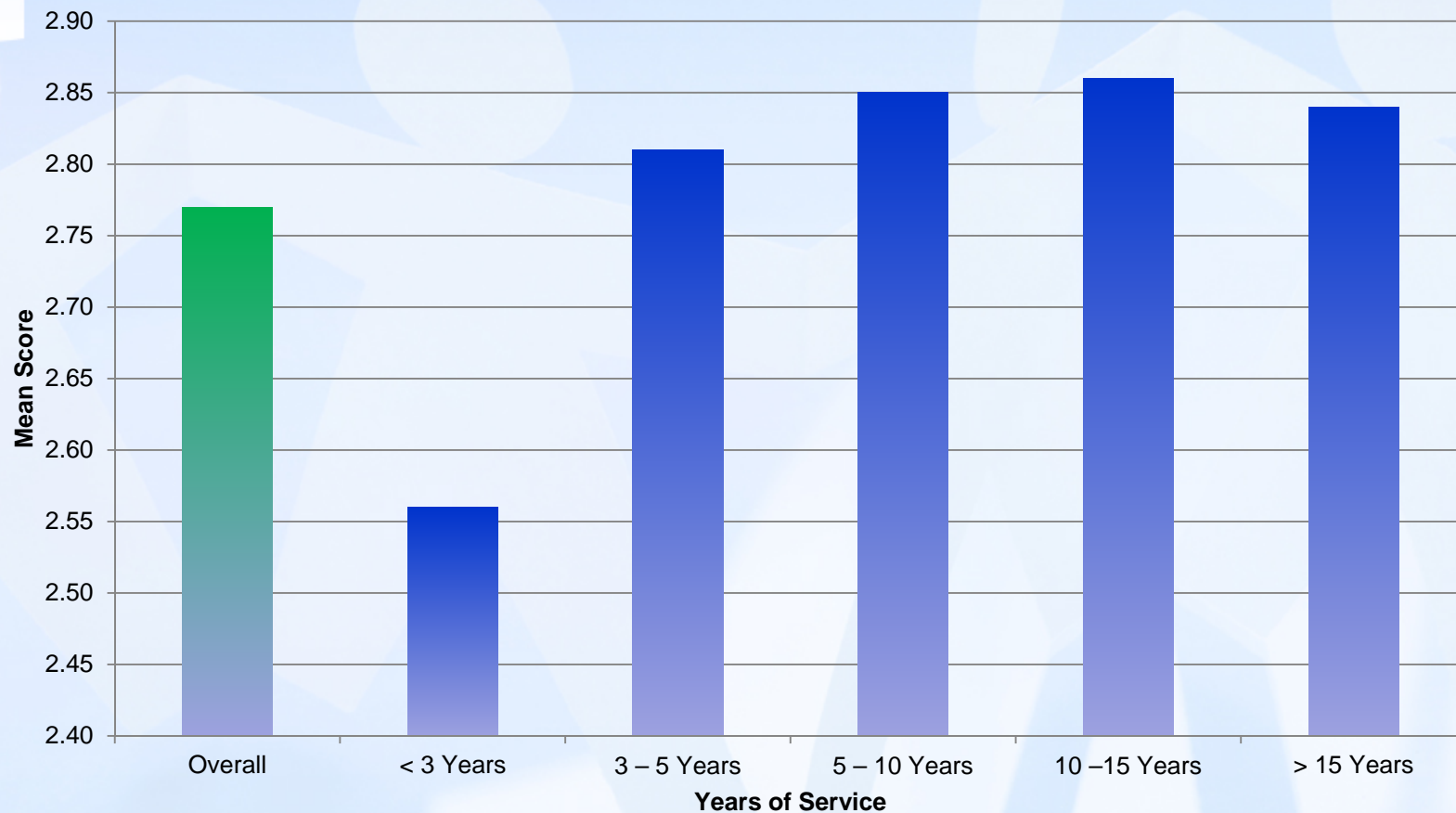
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q10: *I feel comfortable approaching my supervisor with my concerns.*



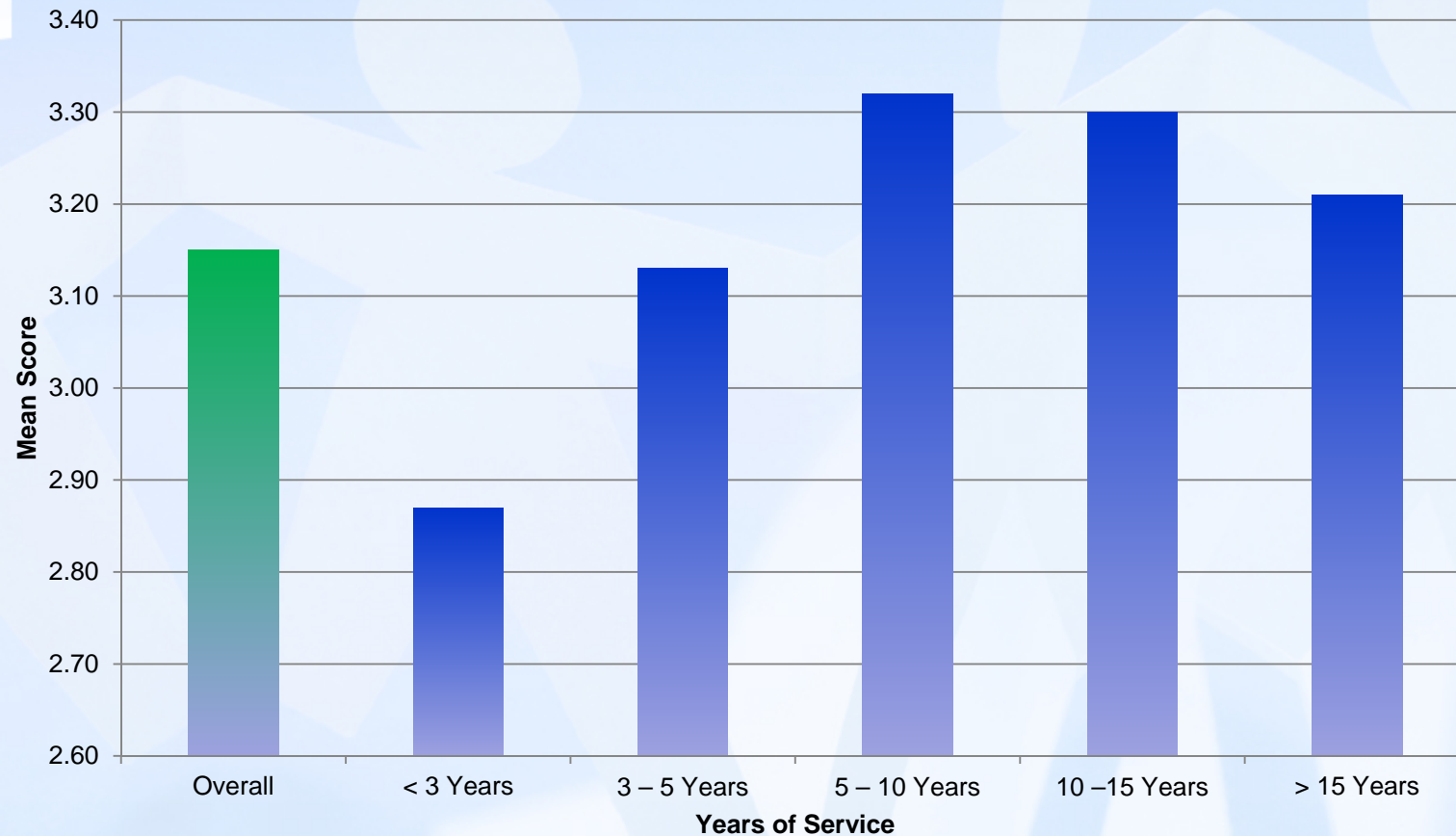
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q11: *Difference in opinion is valued in my department / unit.*



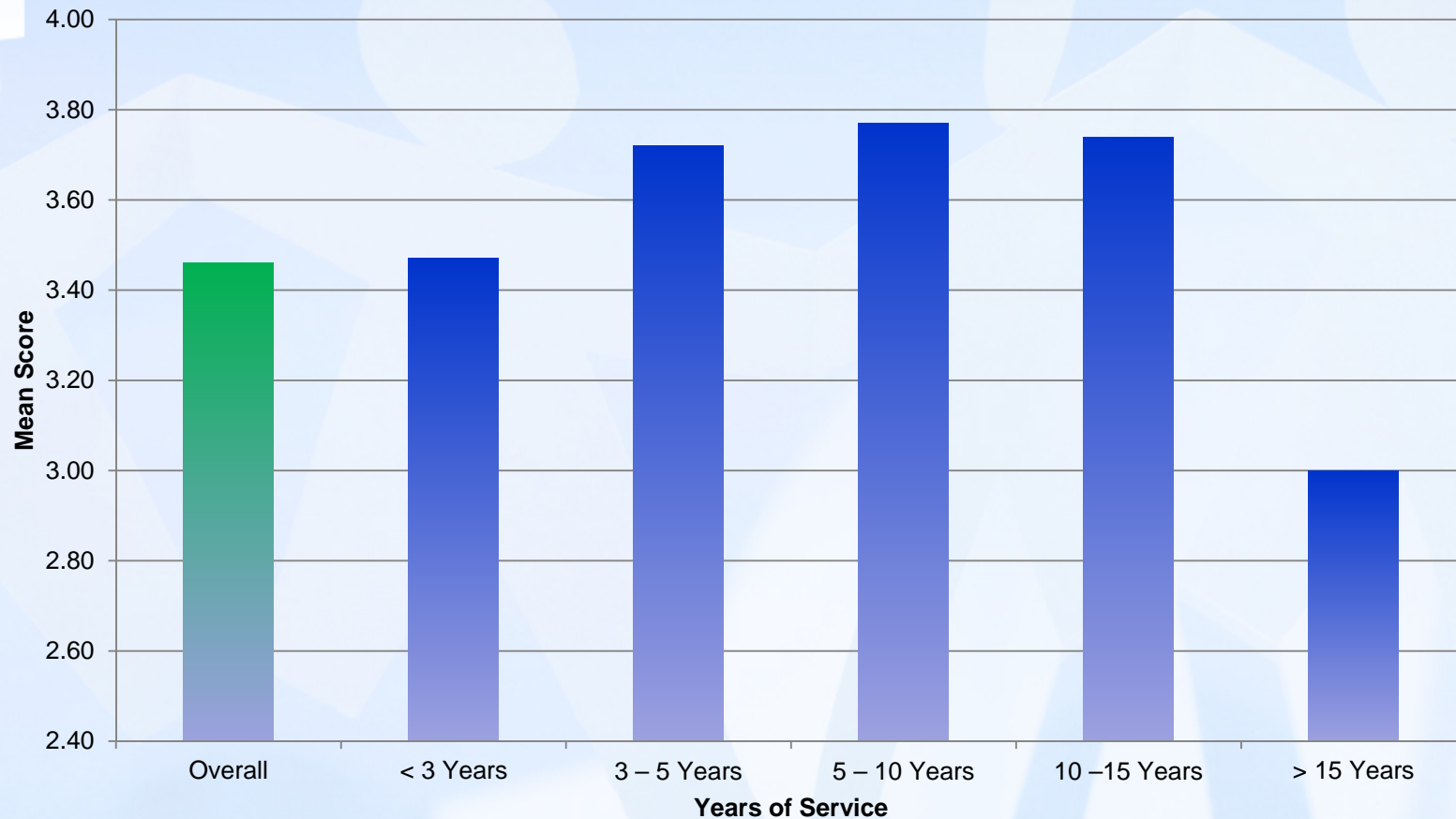
**Note:**

1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q12: *I feel appropriately compensated for the work I am doing.*



**Note:**

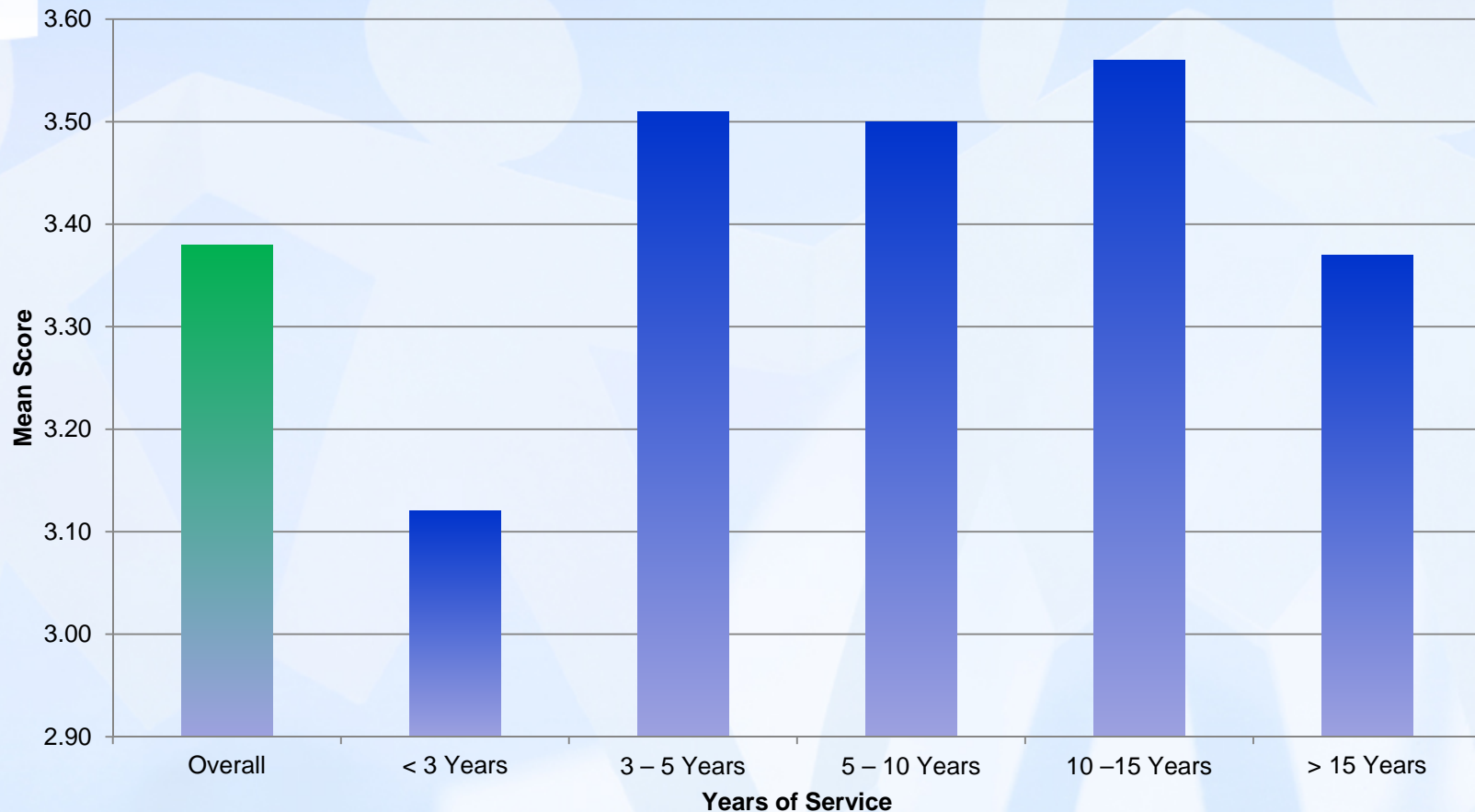
1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.



# DETAILED SURVEY RESULTS BY YEARS OF SERVICE



- Q13: *I would recommend PolyU to my friends and family as a good place to work.*



**Note:**

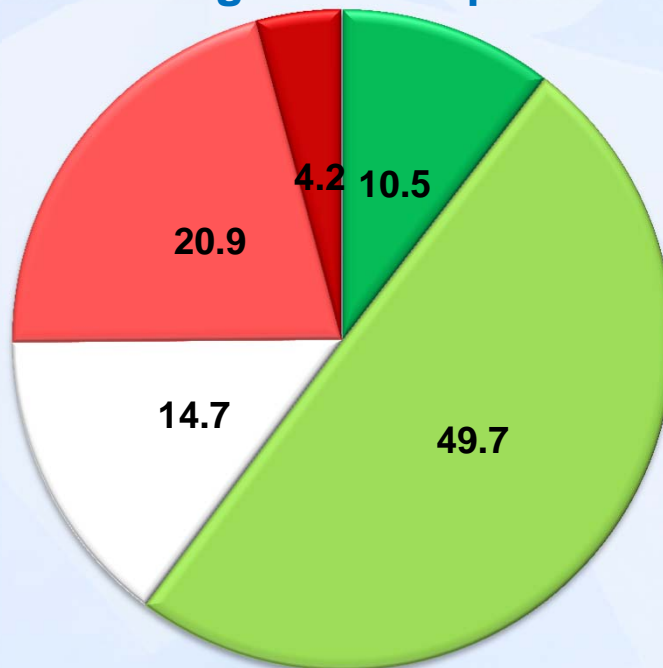
1. Results reported are under a 5-point scale, higher score denotes less favorable response.
2. The vertical axis is starting from a non-zero number automatically assigned by the software.

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

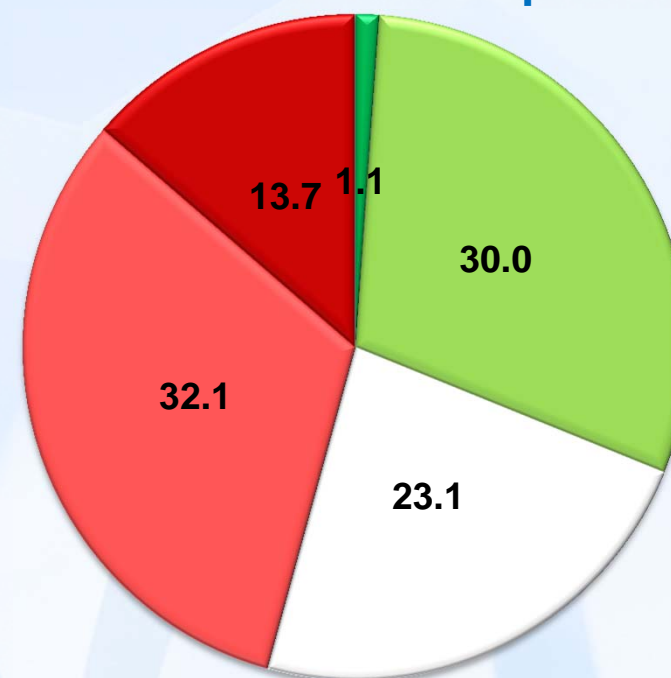


- Q1: *My workload is reasonable.*
  - *"Agree" group mean score: 2.59 (N=191)*
  - *"Reserve" group mean score: 3.27 (N=527)*

"Agree" Group



"Reserve" Group



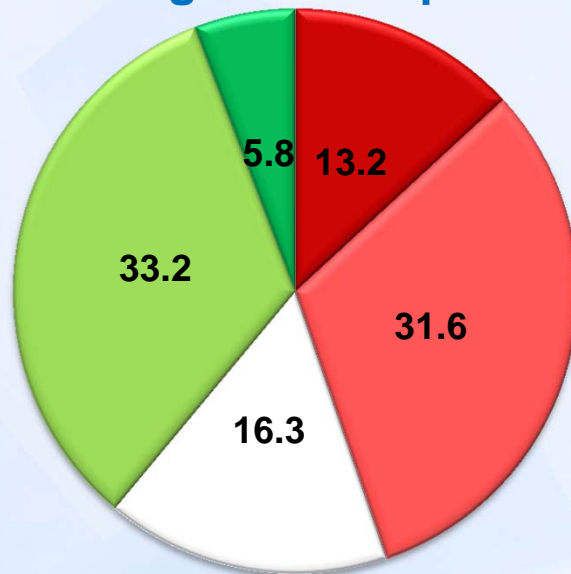
- Notes:**
1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"
  2. Results reported are under a 5-point scale, higher score denotes less favorable response.
  3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 90

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

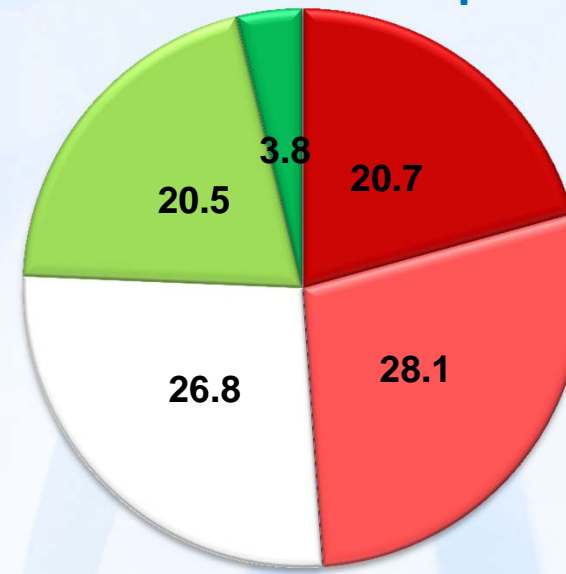


- Q2: *I always have to work long hours or an excessive amount of overtime.*
  - *"Agree" group mean score: 3.13 (N=190)*
  - *"Reserve" group mean score: 3.41 (N=526)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

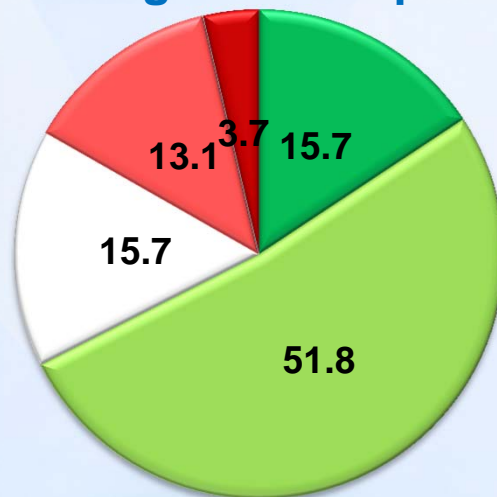
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 91

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

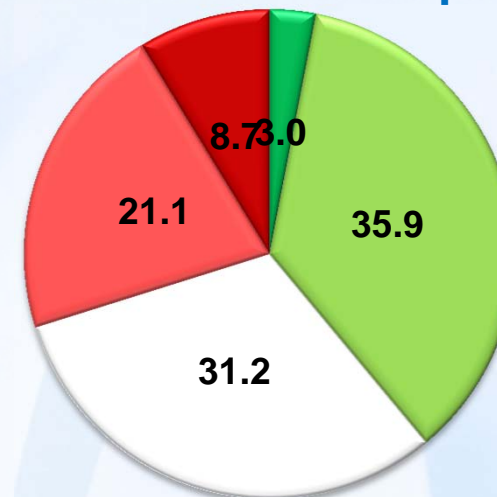


- Q3: *The deadlines given to me and the performance standards expected of me by my supervisor / HoD are on the whole reasonable.*
  - *"Agree" group mean score: 2.37 (N=191)*
  - *"Reserve" group mean score: 2.97 (N=526)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 92

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

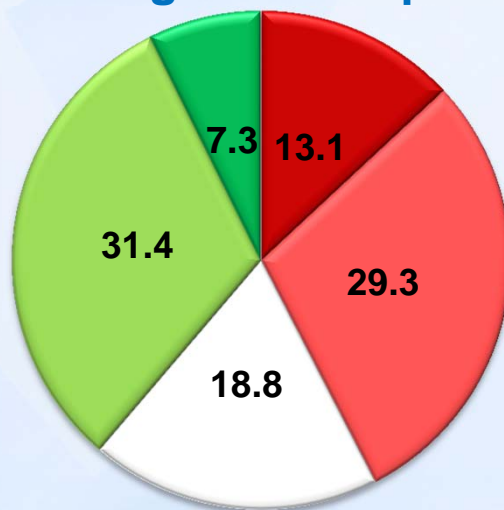


- Q4: *My job demands often force me to compromise or give up my personal / family activities.*

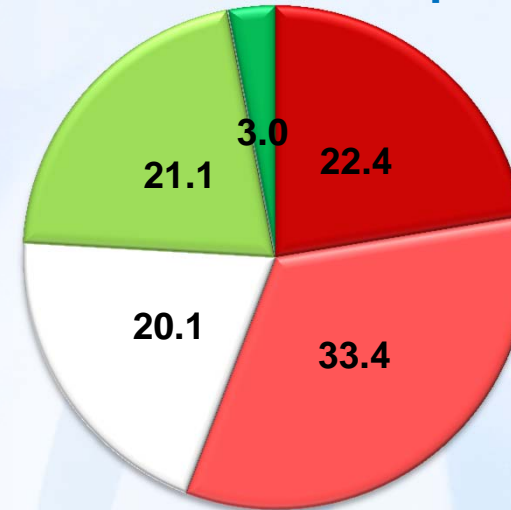
- *"Agree" group mean score: 3.09 (N=191)*

- *"Reserve" group mean score: 3.51 (N=527)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

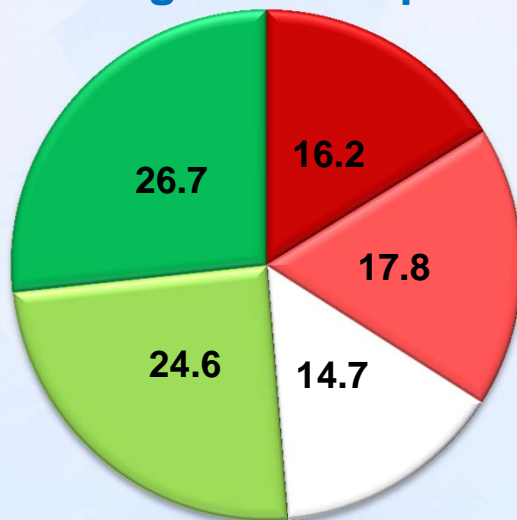
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 93

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

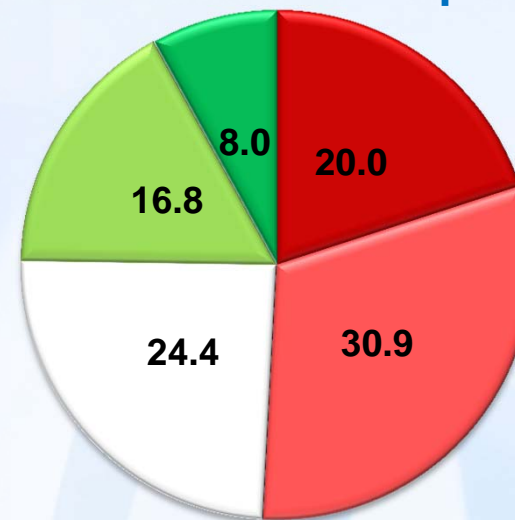


- Q5: *I have seriously considered quitting my current job in order to achieve better balance between work and personal life.*
  - *"Agree" group mean score: 2.72 (N=191)*
  - *"Reserve" group mean score: 3.38 (N=525)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

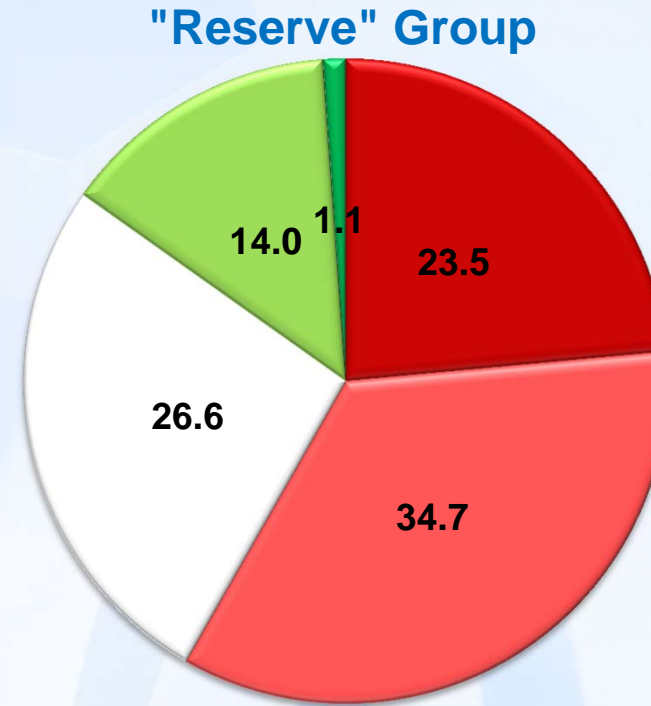
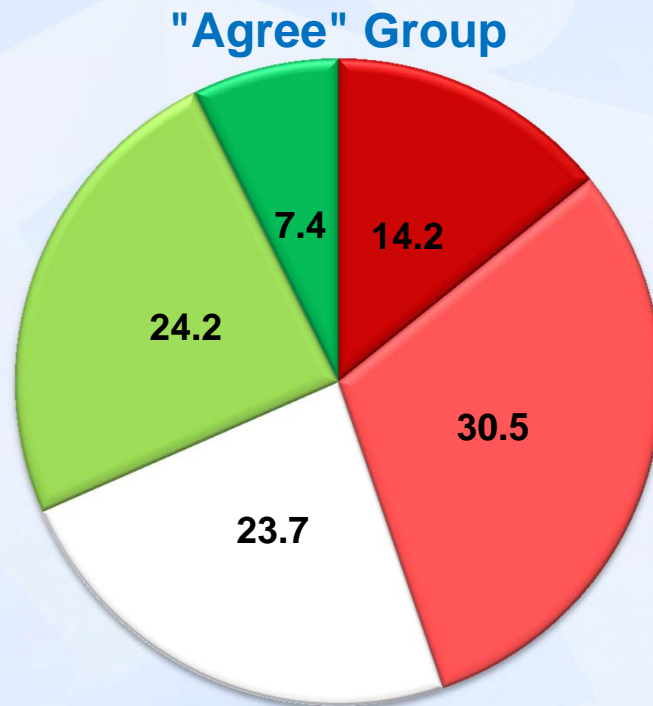
2. Results reported are under a 5-point scale, higher score denotes less favorable response.

3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 94

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION



- Q6: *My work is very stressful.*
  - “Agree” group mean score: 3.20 (N=190)
  - “Reserve” group mean score: 3.65 (N=527)



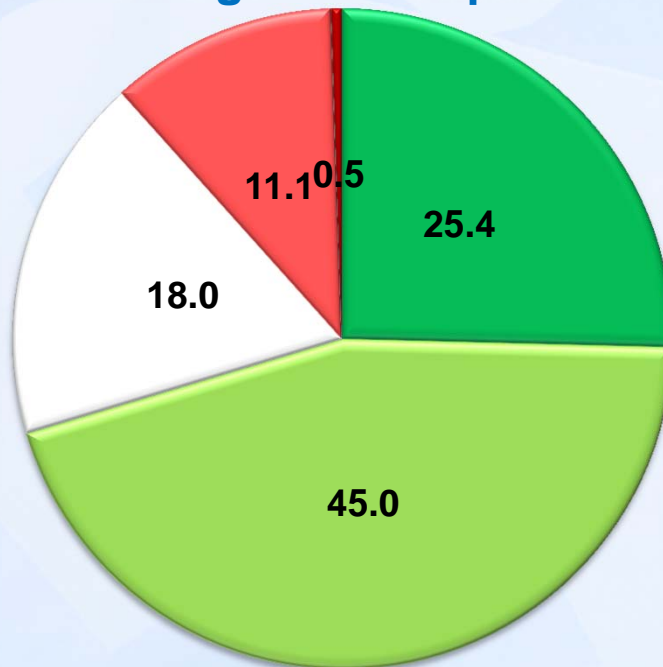
- Notes:** 1. “Agree” group comprises colleagues responded “strongly agree” or “agree” on Question 12. The remaining respondents are grouped as “Reserve”
2. Results reported are under a 5-point scale, higher score denotes less favorable response.
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 95

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

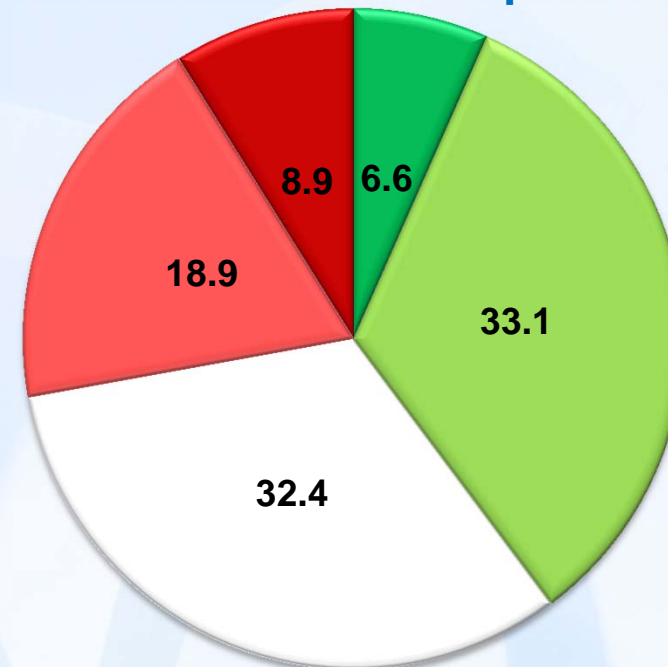


- Q7: *I enjoy working in my department / unit.*
  - "Agree" group mean score: 2.16 (N=189)
  - "Reserve" group mean score: 2.90 (N=528)

"Agree" Group



"Reserve" Group



- Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"
2. Results reported are under a 5-point scale, higher score denotes less favorable response.
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 96

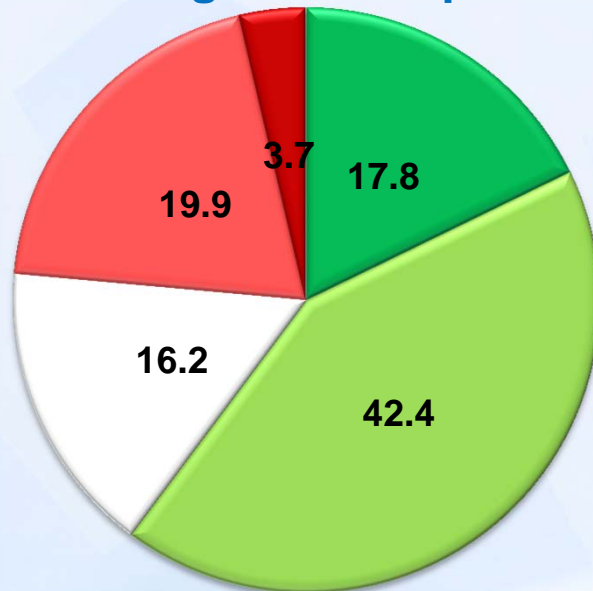


# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

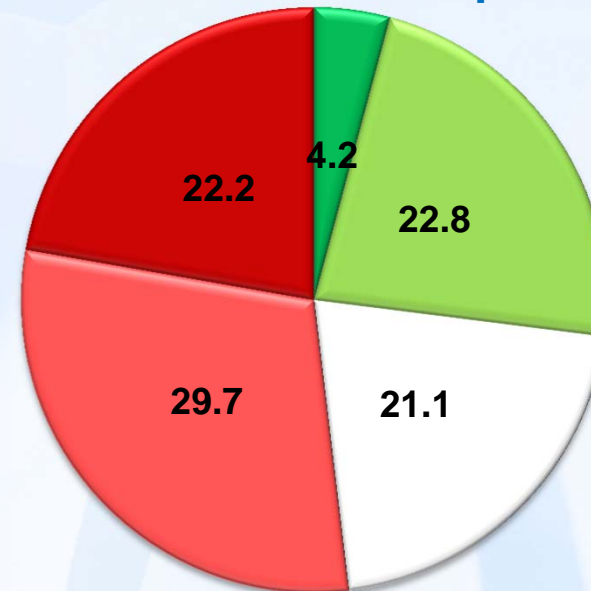


- Q8: *I am treated fairly among colleagues in my department / unit.*
  - *"Agree" group mean score: 2.49 (N=191)*
  - *"Reserve" group mean score: 3.43 (N=526)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

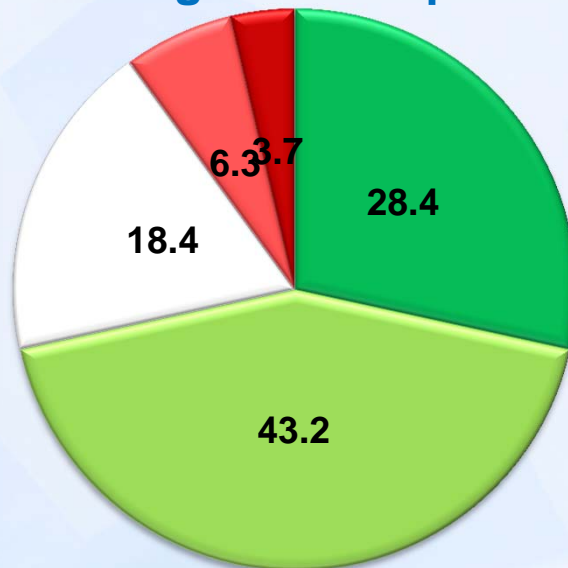
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 97

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

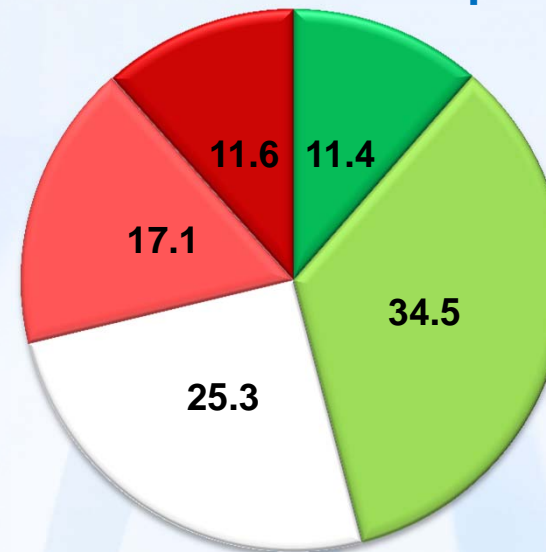


- Q9: *My supervisor / Head of department or unit treat me with respect.*
  - *"Agree" group mean score: 2.14 (N=190)*
  - *"Reserve" group mean score: 2.83 (N=525)*

"Agree" Group



"Reserve" Group



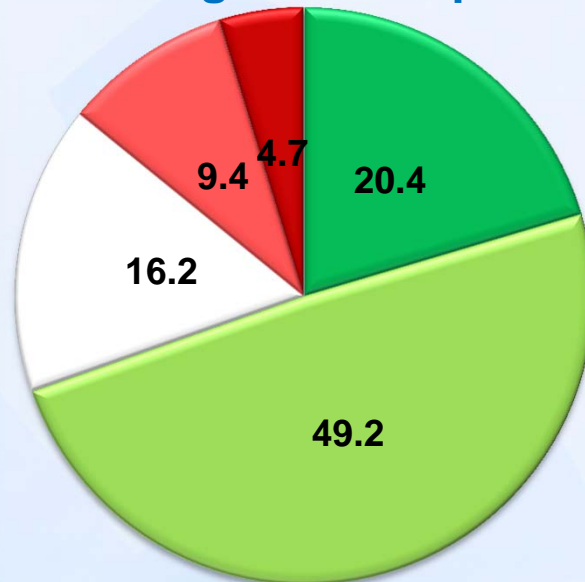
- Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"
2. Results reported are under a 5-point scale, higher score denotes less favorable response.
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 98

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

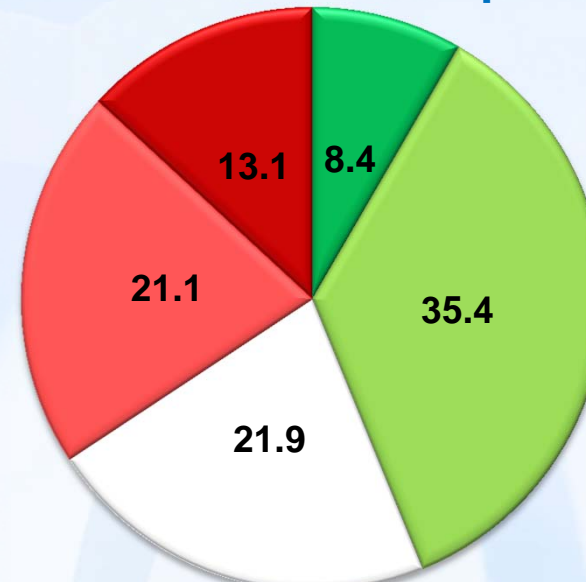


- Q10: *I feel comfortable approaching my supervisor with my concerns.*
  - *"Agree" group mean score: 2.27 (N=191)*
  - *"Reserve" group mean score: 2.95 (N=525)*

"Agree" Group



"Reserve" Group



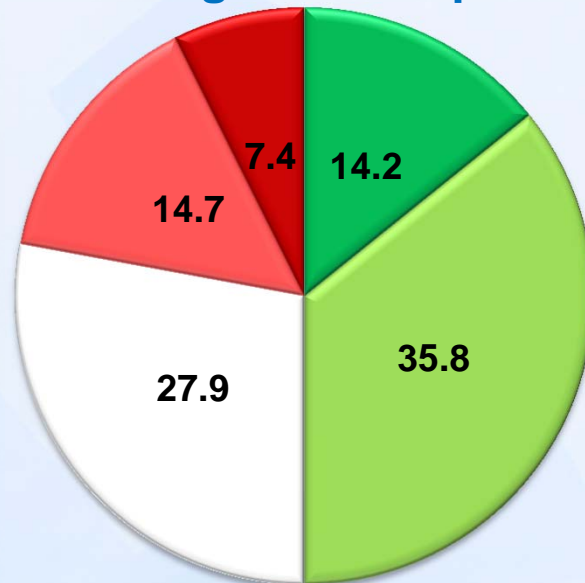
- Notes:**
1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"
  2. Results reported are under a 5-point scale, higher score denotes less favorable response.
  3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response. 99

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

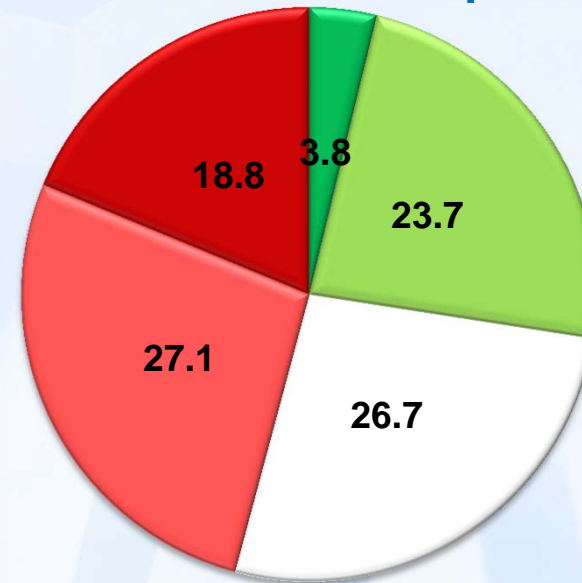


- Q11: *Difference in opinion is valued in my department / unit.*
  - *"Agree" group mean score: 2.65 (N=190)*
  - *"Reserve" group mean score: 3.33 (N=528)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

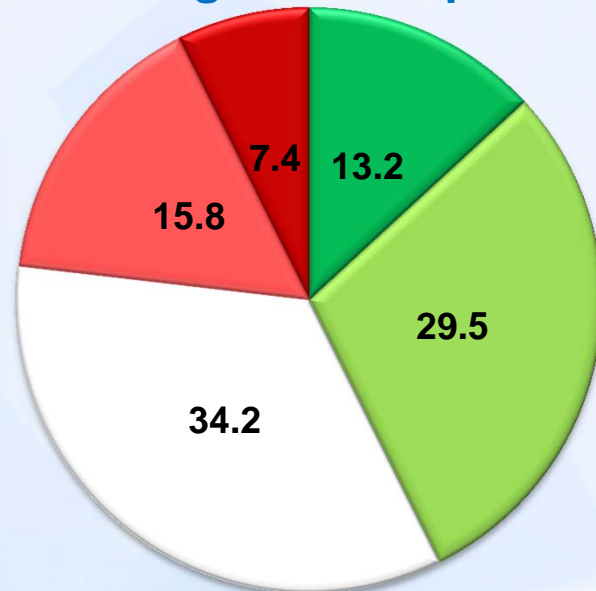
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

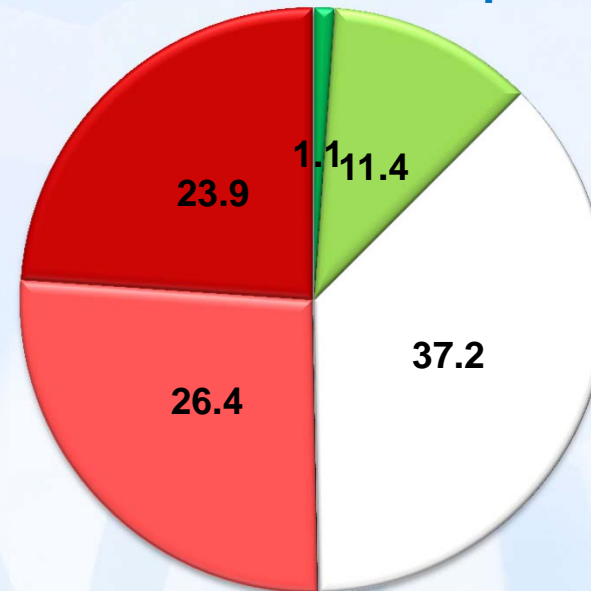


- Q13: *I would recommend PolyU to my friends and family as a good place to work.*
  - *"Agree" group mean score: 2.75 (N=190)*
  - *"Reserve" group mean score: 3.61 (N=527)*

"Agree" Group



"Reserve" Group



**Notes:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve"

2. Results reported are under a 5-point scale, higher score denotes less favorable response.

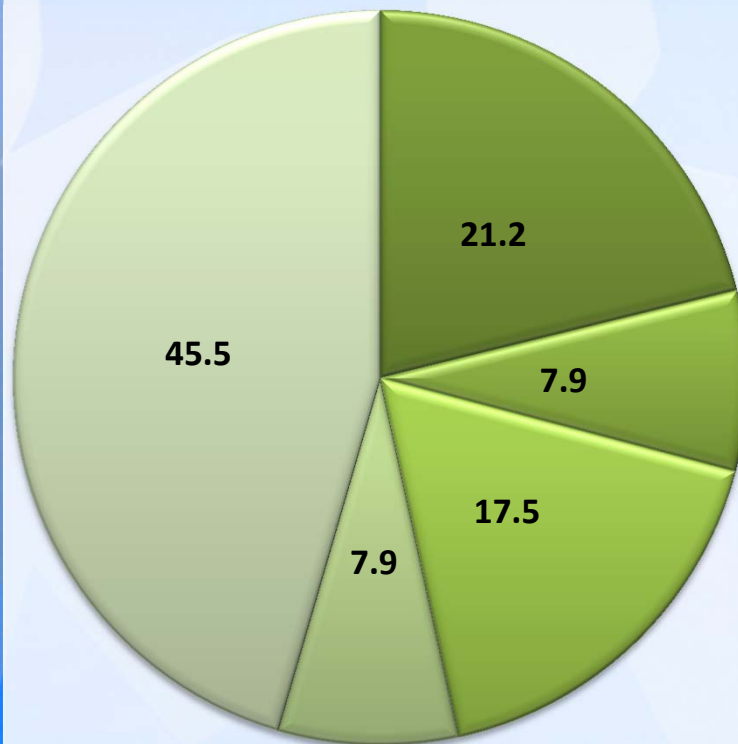
3. Favorable responses are denoted in GREEN, and RED otherwise. Darker color denotes stronger response

# DETAILED SURVEY RESULTS BY VIEWS ON COMPENSATION

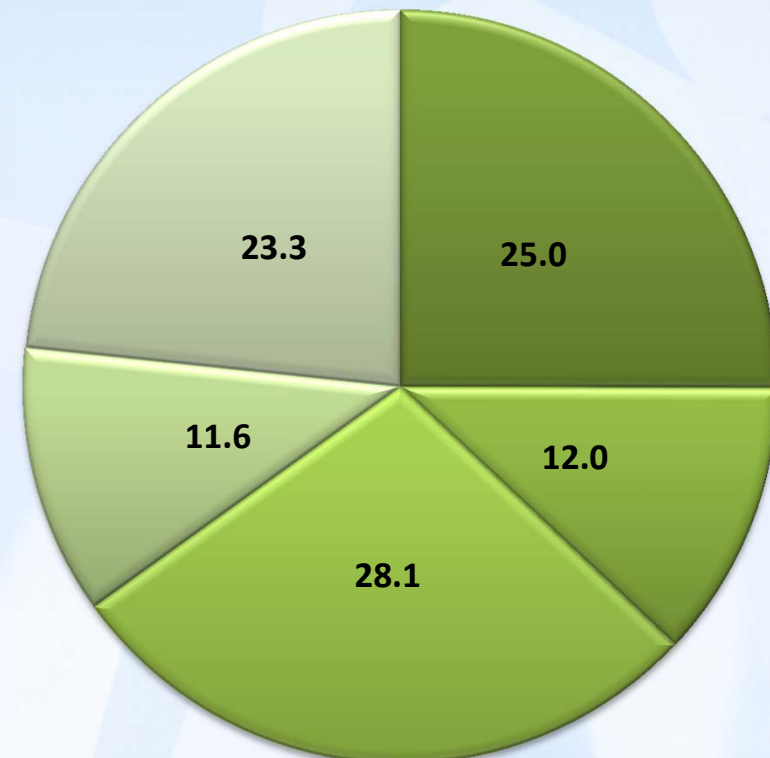


- Years of Service Profile

"Agree" Group



"Reserve" Group



■ < 3 Years ■ 3 – 5 Years ■ 5 – 10 Years ■ 10 – 15 Years ■ > 15 Years

■ < 3 Years ■ 3 – 5 Years ■ 5 – 10 Years ■ 10 – 15 Years ■ > 15 Years

**Note:** 1. "Agree" group comprises colleagues responded "strongly agree" or "agree" on Question 12. The remaining respondents are grouped as "Reserve".



**THE END**

**THANK YOU FOR SUPPORTING PUSA!!**