



Listen. Learn. Lead.

# The results for Geesteswetenschappen

## Personeels- & Promovendimonitor

In this powerpoint, you'll find the results for Geesteswetenschappen.

You can also view the results and all comments online:  
[my.effectory.com](https://my.effectory.com)

### Organisation

Universiteit Leiden

### Date

October 2022



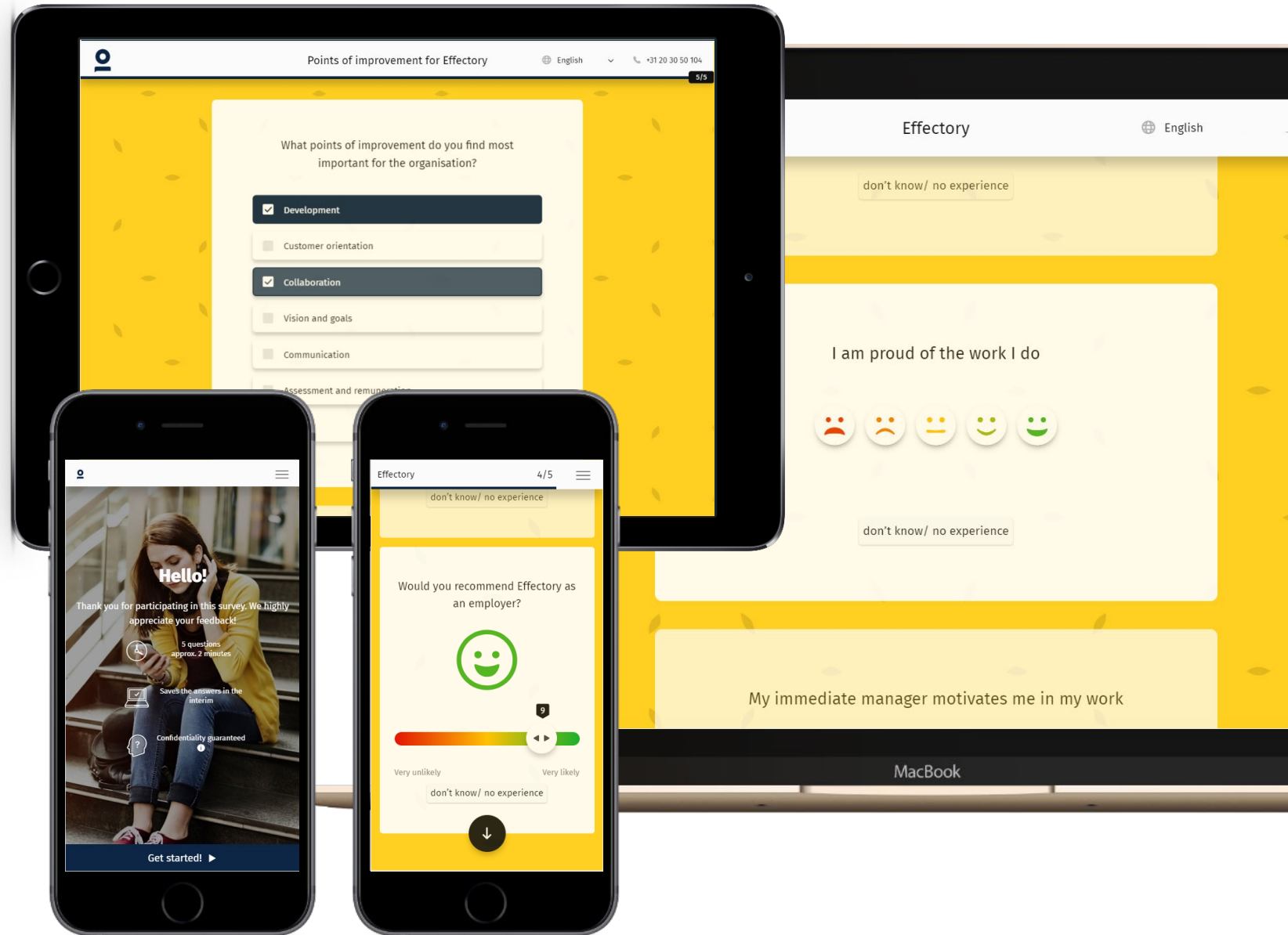
# Content

- About your survey
- Your results: headlines
- Main scores: themes
- Main scores: questions
- *employer* Net Promotor Score
- Engagement
- Priorities
- What's next: action planning

# About your survey



# Survey set up: opinions translated to average scores



# A short guide to reading the results

1/3

Here they are: your results! Let us guide you through what you're going to see.

## 1 From question to score

The answers to each question have been translated to average scores.

## 2 From questions to themes

Themes are work-related subjects consisting of a set of questions which are spread throughout the questionnaire.

## 3 From selecting a topic to tips

Employees could select topics of pride and improvement. The topics are ranked based on the % of employees that selected them. Employees added valuable tips to take action on.

## 4 Comparing scores

To help you put scores in the right perspective, we compare them to internal and external benchmarks. We use icons throughout the report to show what is what.



The score for Geesteswetenschappen



The score for Previous survey



The score for Faculteit



The score for Universities

## 5 Flagging differences

Significant or large absolute differences between scores are shown in colour. Green for a positive difference, red for a negative difference. A colour signals that the difference is not based on chance.



Very relevant difference



Relevant difference



No relevant difference



Relevant difference

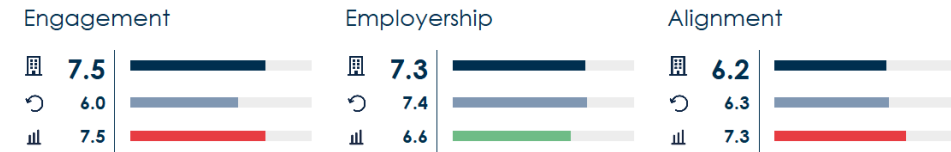


Very relevant difference

# A short guide: what will you see?

2/3

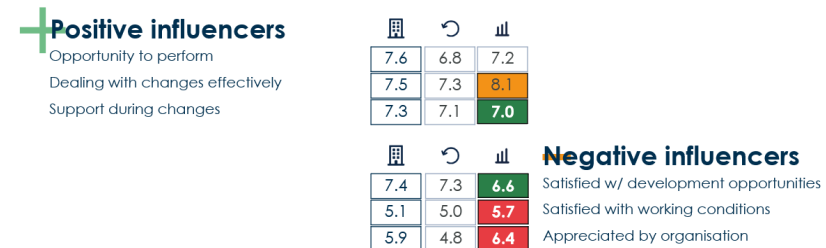
**Themes.** A theme is a subject relevant to organisational success from an HR perspective. A theme score is based on a mandatory set of questions.



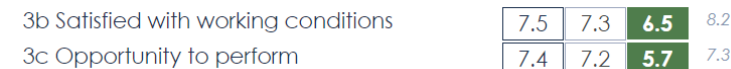
**Engagement.** Employees are divided into engagement categories shown in percentages.



**Calculated priorities.** Questions with the highest influence on engagement of employees, based on a correlation analysis. Priorities are divided into positive influencers (high correlation, positive difference) and negative influencers (high correlation, negative difference).



**Scores on questions.** Scores on individual questions compared to the previous survey and internal & external benchmarks.



**Differences.** Significant or large absolute differences between scores are shown in color. Green for a positive difference, red for a negative difference. A color signals that the difference is relevant and not based on chance.



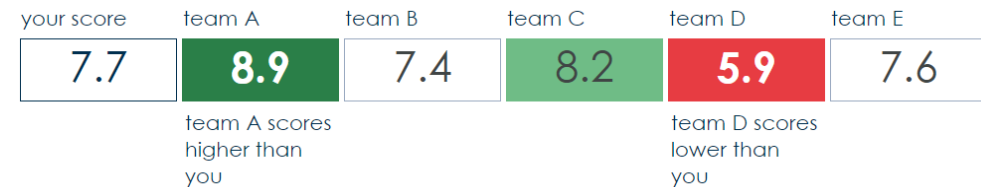
# A short guide: what will you see?

3/3

**Comparisons of your score to others.** To put your scores in the right perspective, we compare it to other scores. E.g. a previous survey, a higher level, an external benchmark and if applicable the top 3 scores of the benchmark. Your score is the point of reference and remains neutral in color. If you score better than a comparing group, the comparing group will be flagged green. If you score lower, it will be flagged red.



**Comparisons between groups.** When we compare groups, your score is still the point of reference. However, when a group scores green, this time it means that the group itself scores higher than you. When red, the group scores lower.





# A short guide

Here they are: your results! Let us guide you through what you're going to see and how you can take action. On the next slides you'll see more in-depth explanation of the different types of results. Good to know, all results are aimed at helping you towards action. Let us explain in three steps.

## 1 Headlines

The headlines show you the most important results of your team. This gives you instantly insight into the highest and lowest scores, the scores on themes, which improvement points you can work on and the response.

## 2 Deep dive into the results

After the headlines we will dive deeper into the scores of all questions and all themes. You will also see an overview of all the subjects your employees are proud of, but also what needs improvement. The results will give you insight too in themes which are important to your organization. Such as: engagement and commitment.

## 3 Tips to improve

To help you kickstart action planning, we have ranked all topics your co-workers feel should be improved foremost. In addition, we have asked them for their number one tip on how to improve each topic they selected.

# Your results: headlines

 Current survey

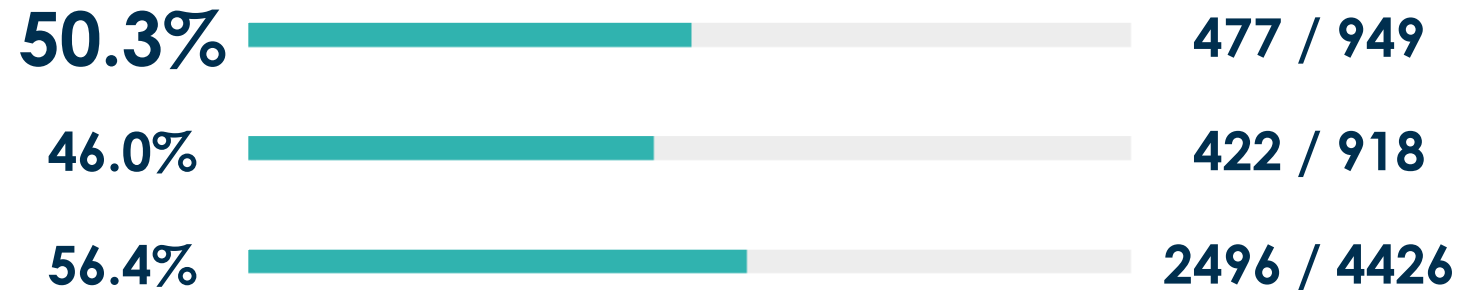
 Previous survey

 Faculteit

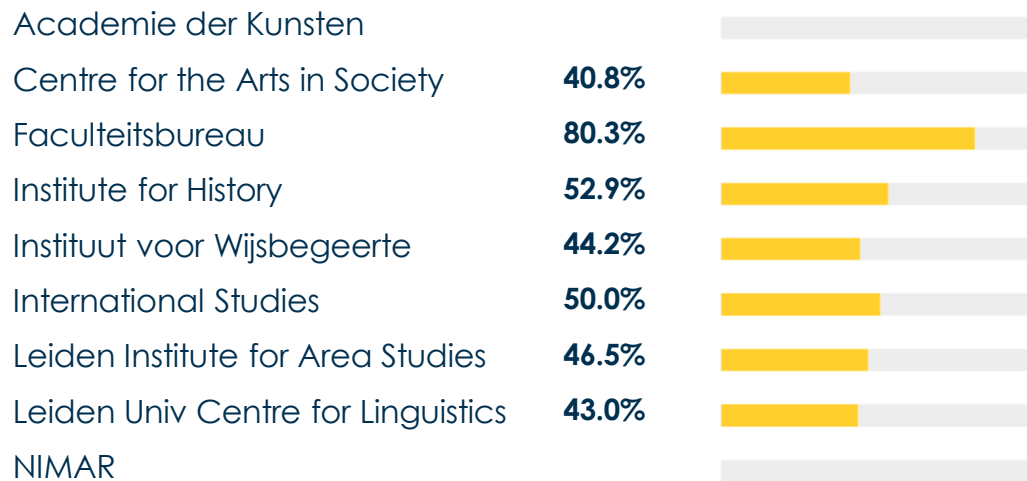
 Universities



# Response



## Response per group



# Headlines

How our teams perform

## Team performance subjects

Subjects that are important for sustainably successful teams – based on 'high performance teams' models and research. The subjects we show depend on the content of your survey. **Maintain** when the score is positive, **improve** when the score is negative.

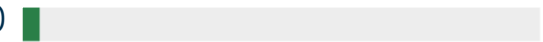
2b) Focus on results

4f) Integrity

👥	↺	↑
5.8	-	5.9
6.1	6.1	6.4

### 3%

1 / 30



of all teams score **above** company average

### 67%

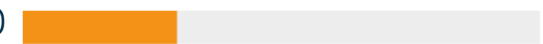
20 / 30



of all teams score around company **average**

### 30%

9 / 30



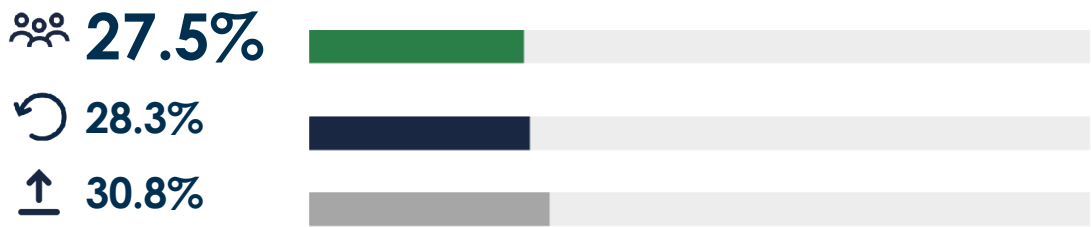
of all teams score **below** company average

If you are curious about which teams these are, please look at the online results.

# Headlines

How employees feel and perform inside Leiden University

## Engagement



## Insights

**27.5%** of your employees are engaged.

**55.1%** of your employees show the potential to become engaged.

**17.4%** of your employees are disengaged.

## Top drivers

Drivers that influence engagement within The Company, ranked by correlation. Maintain the + items and work on the - items to increase engagement.

	👥	↺	↑	
-	5.9	6.8	6.1	Feeling energetic at work
-	6.8	7.3	7.0	Satisfied with job
-	6.3	6.4	6.6	Working conditions

# Headlines

## Workload



## Engagement



## Autonomy



## eNPS average

**-23.4**

Refresh icon: -16.2  
Upward arrow icon: -10.8

## eNPS breakdown

The employer Net Promotor Score shows the extent to which employees promote Leiden University to others as an employer. The score is determined by: % promoters - % detractors.



# Main scores: themes

 Current survey

 Previous survey

 Faculteit

 Universities



# Themes: a short guide

1/1



## Engagement

Engagement is the degree to which your employees are inspired and energised by their work. It also refers to their positive connection to your organisation. Engaged employees experience their work as meaningful and rewarding, are proud of their jobs, and feel that they fit in at the organisation. They can go the extra mile because they love what they do and where they work. Your engagement score will tell you how enthusiastic your employees are about their work and how connected they feel to your organisation.

## Autonomy

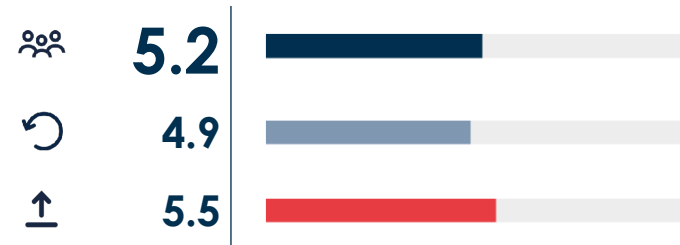
Autonomy refers to the extent to which your employees experience a sense of choice and psychological freedom when doing their job. The score for autonomy shows your organisation's willingness to give its employees freedom and independence in performing their tasks. When your employees feel a certain degree of autonomy, they are more likely to be intrinsically motivated to complete their tasks.



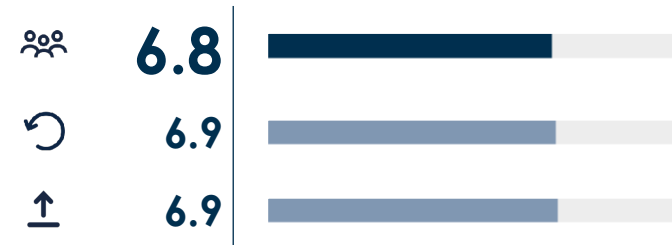
# Main scores: themes

Themes are work-related subjects important to organisational and employee well being.  
Each theme is made up of a set of questions that were spread throughout the questionnaire.

## Workload



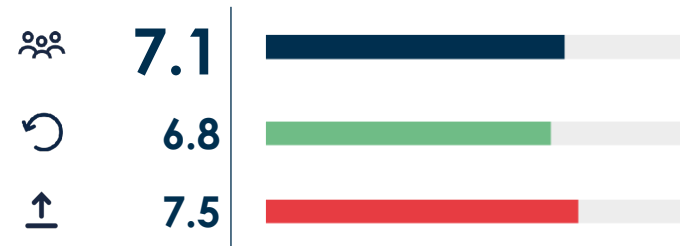
## Engagement



## Autonomy



## Social Inclusion



## Immediate Manager



# Score on themes

Workload





Engagement

Autonomy

Social Inclusion

Immediate Manager

*Number of respondents*

			
5.2	4.9	5.5	-
6.8	6.9	6.9	7.4
7.6	7.2	7.8	-
7.1	6.8	7.5	-
6.9	6.5	6.9	-
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# Score on themes

Group overview

Workload  
Engagement  
Autonomy  
Social Inclusion  
Immediate Manager

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
Workload	5.2		4.5	6.8	4.6	3.8	5.1	4.4	5.2		6.3	-
Engagement	6.8		6.9	7.0	6.9	5.7	6.9	6.5	6.9		6.7	7.4
Autonomy	7.6		7.5	8.1	8.1	7.5	6.3	7.9	7.6		6.8	-
Social Inclusion	7.1		7.2	7.7	7.2	6.4	6.5	6.7	7.3		7.3	-
Immediate Manager	6.9		7.1	7.0	7.2	6.1	5.7	7.2	7.1		6.1	-
	477		60	61	82	19	24	74	89		64	

# Main scores: questions

 Current survey

 Previous survey

 Faculteit





 Universities



# Engagement

- 1a Enjoys work
- 1b Is proud of work
- 1c Work gives energy
- 1d Satisfied with job
- 1e Recognition
- 1f Appreciation
- 1g Recommend Leiden University
- 1h Proud of Leiden University

Number of respondents

			
7.8	7.6	7.7	7.7
7.9	7.9	7.9	7.9
6.4	6.1	6.6	6.5
6.8	7.3	7.0	7.3
6.2	-	6.4	-
6.1	-	6.4	-
-23.4	-16.2	-10.8	-
6.1	6.8	6.5	7.4
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# Commitment

2a Supports Leiden University's objectives





2b Connection to organisational strategy

2c Contribution to discussions about vision

2d Initiative to stay up to date

2e Feeling at home at Leiden University

*Number of respondents*

			
7.0	7.1	7.1	7.6
5.8	-	5.9	-
5.4	-	5.4	-
6.6	-	6.2	-
6.8	7.0	6.9	7.5
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# Working conditions

3a Working conditions

3b Sufficient resources at LU

3c Resources for remote working

3d Agreements regarding working from home

3e Honouring agreements

3f Blended teaching

% Yes





% No

3g Equipped for blended teaching (n=134)

3h Blended teaching is effective (n=136)

3i Blended teaching is efficient (n=137)





Number of respondents

			
6.3	6.4	6.6	6.8
6.5	-	6.9	-
7.0	-	7.3	-
7.8	-	8.0	-
8.1	-	8.2	-
29.2	-	28.1	-
70.8	-	71.9	-
6.3	-	6.5	-
5.2	-	5.7	-
4.8	-	5.5	-
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# Leadership and autonomy

- 4a Sufficient space for own insight
- 4b Sufficient say in planning
- 4c Sufficient freedom own decisions
- 4d Colleagues honour commitments
- 4e Performance feedback in team
- 4f Speaking about behaviour
- 4g Clear contribution to teams/work groups
- 4h Team takes responsibility
- 4i Satisfied with supervisor
- 4j Relationship with supervisor
- 4k Supervisor motivates
- 4l Clear expectations supervisor
- 4m Supervisor encourages
- 4n Safe talking to supervisor
- 4o Effectiveness management

Number of respondents

			
7.7	7.4	7.8	-
7.7	7.2	8.0	-
7.5	7.2	7.8	-
7.5	-	7.4	-
6.1	-	6.4	-
6.1	6.1	6.4	6.9
6.0	-	6.2	-
7.4	-	7.3	-
7.6	7.1	7.6	7.2
7.9	-	7.9	8.1
6.8	6.5	6.9	6.8
6.7	6.4	6.5	-
6.8	6.5	6.9	-
6.6	5.9	6.7	-
5.2	-	5.7	-
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# Leadership and autonomy

4p Communication by management

4q Management is open to suggestions

*Number of respondents*

			
5.0	-	5.4	-
5.1	-	5.7	-
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# Well-being and work pressure

5a Feeling energetic at work

5b Enough time for tasks

5c Level of workload

% 1

% 2

% 3

% 4

% 5

% 6





% 7

% 8

% 9

% 10

Number of respondents

				
5a Feeling energetic at work	5.9	6.8	6.1	7.5
5b Enough time for tasks	4.6	-	5.1	-
5c Level of workload				
% 1	0.6	0.5	0.2	-
% 2	1.7	1.4	1.1	-
% 3	2.3	2.2	1.6	-
% 4	3.0	0.7	3.2	-
% 5	7.8	4.6	6.1	-
% 6	7.6	6.2	9.7	-
% 7	16.5	16.8	22.1	-
% 8	34.9	35.0	33.8	-
% 9	16.5	24.9	16.8	-
% 10	9.1	7.7	5.6	-
Number of respondents	477	422	2,496	

# Well-being and work pressure



## 5d Preferred workload

% 1  
% 2  
% 3  
% 4  
% 5  
% 6  
% 7  
% 8  
% 9  
% 10

## 5e Work feasibility within work hours

Number of respondents

0.2	0.7	0.2	-
0.6	0.7	0.5	-
2.9	3.3	1.7	-
5.3	3.6	5.1	-
25.1	24.2	21.3	-
26.1	30.9	26.3	-
30.7	29.4	32.8	-
8.4	6.0	11.2	-
0.4	0.7	0.8	-
0.2	0.5	0.2	-
4.0	3.4	4.4	-
477	422	2,496	

# Well-being and work pressure



## 5f Amount of overtime

% 0–5

% 6–10

% 11–20

% 21–30

% 31–40

% 41–50

% 51–60

% 60+

## 5g Sufficient opportunities for rest

## 5h Dealing with workload effectively

## 5i Work-life balance

Number of respondents

30.5	-	31.5	-
20.4	-	25.0	-
20.9	-	20.5	-
12.8	-	10.0	-
7.6	-	5.9	-
3.8	-	3.1	-
2.0	-	1.5	-
2.0	-	2.5	-
5.0	-	5.6	-
6.3	6.2	6.5	-
5.3	5.0	5.7	6.4
477	422	2,496	

# Well-being and work pressure



## 5j Cause of work pressure

% Administration/bureaucracy

% Amount of work

% Content of the work

% The work atmosphere

% Devices or work station

% HR issues

% Career

% Lack of clarity in my work

% Expectations or deadlines

% Disruption by others

% Amount of emails/phone calls etc.

% Other

57.2	-	48.6	-
61.2	-	59.4	-
19.7	-	23.6	-
12.1	-	13.7	-
13.8	-	14.2	-
11.2	-	9.3	-
19.9	-	17.2	-
16.9	-	19.5	-
37.5	-	37.8	-
19.1	-	24.4	-
36.4	-	34.5	-
14.8	-	14.3	-
7.7	-	7.9	-

## 5k Leiden University is a safe environment

Number of respondents

477

422

2,496

# Well-being and work pressure





5l Inappropriate behaviour / personally

% Yes

% No

% Prefer not to answer

Number of respondents



18.3	20.4	15.1	-
78.9	79.6	81.2	-
2.7	0.0	3.7	-
477	422	2,496	

# Well-being and work pressure



5m Forms inappropriate behaviour / pers.

% Being ignored (n=18)

% Exclusion (n=21)

% Gossip (n=20)

% Bullying (n=13)

% Intimidation (n=31)

% Discrimination (n=17)

% Misconduct (n=14)

% Verbal aggression (n=26)

% Physical abuse (n=0)

% Sexual harassment (n=7)

% Violation of academic integrity (n=4)

% Other (n=15)

% Prefer not to answer (n=3)

Number of respondents

20.7	-	27.4	-
24.1	-	28.2	-
23.0	-	25.3	-
14.9	-	15.7	-
35.6	-	36.2	-
19.5	-	20.2	-
16.1	-	14.6	-
29.9	-	29.8	-
0.0	-	1.1	-
8.0	-	6.4	-
4.6	-	7.4	-
17.2	-	21.5	-
3.4	-	1.9	-
477	422	2,496	

# Well-being and work pressure



## 5n Type of discrimination/ personally

% Ethnicity (n=6)

% Skin colour (n=5)

% Religion (n=2)

% Gender identity (n=3)

% Sex (n=8)

% Nationality (n=10)

% Language (n=8)

% Physical disability (n=0)

% Learning disability (n=1)

% Age (n=3)

% Chronic illness (n=3)

% Political affiliation (n=2)

% Socio-economic background (n=3)

% Other (n=3)

% Prefer not to answer (n=1)

Number of respondents

35.3	-	32.9	-
29.4	-	22.4	-
11.8	-	6.6	-
17.6	-	23.7	-
47.1	-	38.2	-
58.8	-	51.3	-
47.1	-	27.6	-
0.0	-	1.3	-
5.9	-	2.6	-
17.6	-	14.5	-
17.6	-	6.6	-
11.8	-	9.2	-
17.6	-	9.2	-
17.6	-	26.3	-
5.9	-	2.6	-
477	422	2,496	



# Well-being and work pressure

5o Unwanted behaviour / others

% Yes

% No

Number of respondents



23.2	26.7	21.1	-
76.8	73.3	78.9	-
477	422	2,496	

# Well-being and work pressure



## 5p Forms unwanted behaviour / others

% Being ignored (n=24)

% Exclusion (n=29)

% Gossip (n=41)

% Bullying (n=23)

% Intimidation (n=44)

% Discrimination (n=20)

% Misconduct (n=16)

% Verbal aggression (n=37)

% Physical abuse (n=0)

% Sexual harassment (n=7)

% Violation of academic integrity (n=9)

% Other (n=10)

% Prefer not to answer (n=1)

Number of respondents

22.9	47.6	26.3	-
27.6	36.9	30.7	-
39.0	35.7	33.5	-
21.9	17.9	19.2	-
41.9	46.4	40.7	-
19.0	35.7	17.6	-
15.2	1.2	12.8	-
35.2	6.0	35.1	-
0.0	13.1	0.8	-
6.7	21.4	7.2	-
8.6	0.0	8.2	-
9.5	0.0	16.2	-
1.0	0.0	2.8	-
477	422	2,496	

# Well-being and work pressure



## 5q Type of discrimination/ others

% Ethnicity (n=8)

% Skin colour (n=5)

% Religion (n=5)

% Gender identity (n=5)

% Sex (n=6)

% Nationality (n=8)

% Language (n=7)

% Physical disability (n=0)

% Learning disability (n=0)

% Age (n=4)

% Chronic illness (n=1)

% Political affiliation (n=2)

% Socio-economic background (n=5)

% Other (n=2)

% Prefer not to answer (n=2)

Number of respondents

40.0	-	44.3	-
25.0	-	27.3	-
25.0	-	15.9	-
25.0	-	26.1	-
30.0	-	37.5	-
40.0	-	52.3	-
35.0	-	34.1	-
0.0	-	4.5	-
0.0	-	5.7	-
20.0	-	13.6	-
5.0	-	4.5	-
10.0	-	10.2	-
25.0	-	8.0	-
10.0	-	10.2	-
10.0	-	4.5	-
477	422	2,496	

# Well-being and work pressure

5r Reporting inappropriate behaviour (% Yes, n=64)

% No (n=16)

% Prefer not to answer (n=4)

5s Not discussed with anyone because

% I didn't know where to do that (n=2)

% I was worried about confidentiality (n=9)





% I didn't think reporting would help (n=11)

% I wasn't sure if there was a problem (n=1)

% I resolved it without needing to report (n=1)

% Other (n=4)

Number of respondents

			
76.2	-	68.7	-
19.0	-	22.9	-
4.8	-	8.4	-
12.5	-	15.3	-
56.3	-	42.4	-
68.8	-	60.0	-
6.3	-	18.8	-
6.3	-	15.3	-
25.0	-	17.6	-
477	422	2,496	

# Well-being and work pressure



## 5f Discussed behaviour with:

% Supervisor (n=43)

% Department manager (n=15)

% HRM (n=11)

% Confidential advisor (n=15)

% Ombuds officer (n=5)

% Complaints officer (n=0)

% Colleague (n=40)

% Friends/family (n=28)

% Social worker (n=0)

% Company physician (n=4)

% Medical/psychological pract. outside uni (n=7)

% Other (n=8)

## 5u Inappropriate behaviour/support (n=58)

Number of respondents

67.2	-	69.8	-
23.4	-	20.4	-
17.2	-	17.3	-
23.4	-	23.1	-
7.8	-	3.9	-
0.0	-	1.2	-
62.5	-	63.1	-
43.8	-	52.2	-
0.0	-	1.6	-
6.3	-	9.0	-
10.9	-	9.8	-
12.5	-	8.6	-
5.0	-	4.9	-
477	422	2,496	

# Well-being and work pressure



## 5v Portrayers of inappropriate behaviour

% Colleague(s) from own team

% Colleague(s) from directorate/dept./research group

% Colleagues from own faculty/unit

% Other employees

% Supervisor(s)

% Management/board

% Student(s)

% External person(s)

% I don't know

% Prefer not to answer

22.0	-	20.7	-
20.0	-	22.7	-
22.0	-	23.2	-
12.7	-	9.4	-
18.7	-	23.8	-
14.7	-	11.5	-
16.0	-	8.3	-
4.0	-	4.1	-
7.3	-	8.4	-
9.3	-	9.4	-
477	422	2,496	

Number of respondents

# Well-being and work pressure



## 5w Inappropriate behaviour/location

% On site (Leiden)

% On site (the Hague)

% Online

% At a work-related social event

% In a (digital) group meeting

% In a one-on-one work meeting

% At a workshop/lecture

% At a university dining area

% During a university sport event

% Other

% Prefer not to answer

## 5x I know where to go for help

Number of respondents

61.1	-	57.6	-
10.1	-	11.0	-
30.2	-	22.8	-
11.4	-	10.8	-
15.4	-	14.1	-
14.1	-	11.4	-
2.0	-	3.3	-
1.3	-	2.3	-
0.0	-	0.1	-
8.7	-	10.8	-
10.1	-	11.8	-
6.3	-	6.3	-
477	422	2,496	

# Inclusivity





6a Not afraid to be yourself

6b Accepted by colleagues

6c Share opinions freely

6d Equal treatment

*Number of respondents*

			
7.5	7.2	7.8	-
7.7	7.5	7.9	-
6.7	6.3	7.1	-
6.7	6.2	7.2	-
477	422	2,496	



# Sustainable employability

7a Development opportunities

7b Training opportunities

7c Easy to find other job

7d Familiar w/ career orientation services





7e Intention to continue employment

7f Actions to change employers (% No)

% Yes, within Leiden University

% Yes, outside Leiden University

Number of respondents

			
5.6	-	6.2	-
5.5	-	5.9	-
6.3	5.5	7.0	-
5.4	-	5.4	-
7.8	7.5	7.7	8.1
77.7	72.3	81.1	74.8
7.2	9.9	6.5	10.0
17.3	23.6	14.8	18.3
477	422	2,496	

# International colleagues

8a Moved to NL <5 years ago

% Yes

% No

8b Satisfied with support (n=69)

8c Problems upon arrival (n=69)

8d Nature of problems upon arrival

% Housing (n=19)

% Language issues (n=13)

% Cultural differences (n=14)

% Payment possibilities (n=9)

% Feeling at home within organisation (n=16)

% Other, namely: (n=3)

% University administration (n=13)

% Getting by with available resources (n=7)

% Other (n=4)

8e Good social network (n=68)

Number of respondents



14.9	-	19.7	-
85.1	-	80.3	-
5.9	-	6.5	-
4.3	-	5.0	-

55.9	-	79.9	-
38.2	-	27.0	-
41.2	-	33.9	-
26.5	-	29.1	-
47.1	-	37.0	-
8.8	-	10.1	-
38.2	-	25.9	-
20.6	-	24.3	-
11.8	-	11.6	-
5.9	-	6.2	-

477

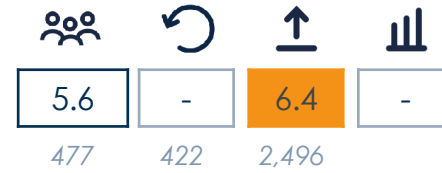
422

2,496

# International colleagues

8f Equal treatment of intl colleagues (n=67)

*Number of respondents*



# Final question

9a Overall assessment of work environment

Number of respondents





# Engagement

## Group overview

- 1a Enjoys work
- 1b Is proud of work
- 1c Work gives energy
- 1d Satisfied with job
- 1e Recognition
- 1f Appreciation
- 1g Recommend Leiden University
- 1h Proud of Leiden University

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
1a Enjoys work	7.8		7.9	7.5	8.0	7.5	8.0	7.8	8.0		7.1	7.7
1b Is proud of work	7.9		8.0	7.6	8.2	8.0	8.0	7.8	8.1		7.3	7.9
1c Work gives energy	6.4		6.8	6.1	6.9	5.9	6.5	6.5	6.3		6.2	6.5
1d Satisfied with job	6.8		6.8	7.0	6.9	5.8	6.1	7.0	7.0		6.6	7.3
1e Recognition	6.2		6.4	6.9	6.3	6.1	5.5	5.7	6.2		6.1	-
1f Appreciation	6.1		6.2	7.3	6.0	4.5	5.0	5.5	6.1		6.4	-
1g Recommend Leiden University	-23.4		-25.9	-1.7	-18.8	-42.1	-45.5	-37.7	-23.3		-21.9	-
1h Proud of Leiden University	6.1		6.0	6.7	5.9	4.5	6.1	5.7	6.6		6.3	7.4
	477		60	61	82	19	24	74	89		64	

# Commitment

## Group overview

2a Supports Leiden University's objectives

2b Connection to organisational strategy

2c Contribution to discussions about vision

2d Initiative to stay up to date

2e Feeling at home at Leiden University

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
2a Supports Leiden University's objectives	7.0		7.0	6.9	6.9	7.3	7.5	6.8	6.9		6.9	7.6
2b Connection to organisational strategy	5.8		6.4	7.5	4.7	5.7	6.0	5.1	5.3		6.4	-
2c Contribution to discussions about vision	5.4		5.7	6.7	5.1	4.9	5.2	5.4	5.1		5.2	-
2d Initiative to stay up to date	6.6		6.7	7.7	6.5	5.8	6.7	6.5	6.3		6.7	-
2e Feeling at home at Leiden University	6.8		6.7	7.5	6.9	4.9	6.5	6.0	6.7		7.3	7.5
	477		60	61	82	19	24	74	89		64	

# Working conditions

## Group overview

3a Working conditions

3b Sufficient resources at LU

3c Resources for remote working

3d Agreements regarding working from home

3e Honouring agreements

3f Blended teaching

% Yes


% No

3g Equipped for blended teaching

3h Blended teaching is effective

3i Blended teaching is efficient

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
3a Working conditions	6.3		7.2	6.4	7.0	5.0	4.3	5.9	5.9		6.1	6.8
3b Sufficient resources at LU	6.5		6.6	7.1	6.7	6.1	5.8	5.7	6.3		7.0	-
3c Resources for remote working	7.0		6.8	7.6	6.7	5.7	6.9	6.5	7.1		7.8	-
3d Agreements regarding working from home	7.8		7.4	8.3	7.6	7.2	7.2	7.9	7.9		8.1	-
3e Honouring agreements	8.1		8.0	8.5	7.7	7.3	7.5	8.2	8.3		8.2	-
3f Blended teaching												
% Yes	29.2		46.7	3.3	32.9	42.1	16.7	45.9	37.5		1.6	-
% No	70.8		53.3	96.7	67.1	57.9	83.3	54.1	62.5		98.4	-
3g Equipped for blended teaching	6.3		6.7	5.0	6.2	6.6	7.5	5.9	6.1		7.5	-
3h Blended teaching is effective	5.2		5.6	5.0	4.7	5.0	6.9	5.5	4.8		5.0	-
3i Blended teaching is efficient	4.8		5.2	5.0	4.7	3.8	5.6	4.9	4.4		7.5	-
Number of respondents	477		60	61	82	19	24	74	89		64	

# Leadership and autonomy

## Group overview

4a Sufficient space for own insight

4b Sufficient say in planning

4c Sufficient freedom own decisions

4d Colleagues honour commitments

4e Performance feedback in team

4f Speaking about behaviour



4g Clear contribution to teams/work groups

4h Team takes responsibility

4i Satisfied with supervisor

4j Relationship with supervisor

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
4a Sufficient space for own insight	7.7		7.6	8.1	8.3	7.5	6.5	8.1	7.7		6.7	-
4b Sufficient say in planning	7.7		7.5	8.3	8.1	6.8	6.6	7.8	7.5		7.3	-
4c Sufficient freedom own decisions	7.5		7.4	7.9	8.0	8.0	5.9	7.9	7.5		6.4	-
4d Colleagues honour commitments	7.5		7.5	7.6	7.3	6.7	8.3	7.4	7.6		7.2	-
4e Performance feedback in team	6.1		6.4	6.6	6.2	4.9	6.3	5.3	6.3		6.3	-
4f Speaking about behaviour	6.1		6.1	6.3	6.0	4.9	6.6	5.3	6.2		6.5	6.9
4g Clear contribution to teams/work groups	6.0		6.6	7.4	5.6	5.1	5.8	4.9	5.9		6.3	-
4h Team takes responsibility	7.4		7.2	8.2	7.3	6.9	8.0	7.3	7.4		7.2	-
4i Satisfied with supervisor	7.6		7.7	7.4	7.9	7.4	5.9	8.1	7.9		6.8	7.2
4j Relationship with supervisor	7.9		7.8	8.1	8.2	7.8	7.1	8.2	8.2		7.2	8.1
Number of respondents	477		60	61	82	19	24	74	89		64	





# Leadership and autonomy

## Group overview

- 4k Supervisor motivates
- 4l Clear expectations supervisor
- 4m Supervisor encourages
- 4n Safe talking to supervisor
- 4o Effectiveness management
- 4p Communication by management
- 4q Management is open to suggestions

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
4k Supervisor motivates	6.8		6.9	6.8	7.2	5.7	5.9	7.0	7.4		6.0	6.8
4l Clear expectations supervisor	6.7		7.0	6.7	7.1	6.1	6.4	6.7	7.0		5.6	-
4m Supervisor encourages	6.8		7.5	6.8	7.0	5.1	5.0	7.3	6.9		5.9	-
4n Safe talking to supervisor	6.6		6.4	7.0	6.9	6.1	5.3	7.0	6.6		6.3	-
4o Effectiveness management	5.2		6.0	5.3	5.8	4.2	4.9	4.3	5.1		4.8	-
4p Communication by management	5.0		5.8	5.4	5.6	4.3	4.3	4.3	5.0		4.4	-
4q Management is open to suggestions	5.1		6.1	5.5	5.6	4.4	4.4	4.1	5.2		4.6	-
	477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview

5a Feeling energetic at work

5b Enough time for tasks

Number of respondents





# Well-being and work pressure

## Group overview

### 5c Level of workload

% 1  
% 2  
% 3  
% 4  
% 5  
% 6  
% 7  
% 8  
% 9  
% 10

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% 1	0.6		0.0	1.7	0.0	0.0	0.0	0.0	1.1		1.6	-
% 2	1.7		0.0	5.0	0.0	0.0	0.0	1.4	2.3		3.1	-
% 3	2.3		0.0	5.0	2.4	0.0	4.2	1.4	2.3		1.6	-
% 4	3.0		0.0	1.7	2.4	0.0	8.3	2.7	1.1		9.4	-
% 5	7.8		6.9	8.3	3.7	0.0	4.2	5.4	11.4		15.6	-
% 6	7.6		5.2	16.7	6.1	5.3	0.0	4.1	11.4		6.3	-
% 7	16.5		17.2	30.0	13.4	21.1	8.3	14.9	14.8		14.1	-
% 8	34.9		34.5	26.7	46.3	26.3	29.2	28.4	37.5		35.9	-
% 9	16.5		22.4	5.0	12.2	31.6	33.3	28.4	11.4		9.4	-
% 10	9.1		13.8	0.0	13.4	15.8	12.5	13.5	6.8		3.1	-
	477		60	61	82	19	24	74	89		64	

# Well-being and work pressure



## Group overview

### 5d Preferred workload

% 1  
% 2  
% 3  
% 4  
% 5  
% 6  
% 7  
% 8  
% 9  
% 10

### 5e Work feasibility within work hours

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% 1	0.2		0.0	0.0	0.0	0.0	0.0	1.4	0.0		0.0	-
% 2	0.6		0.0	3.3	0.0	0.0	0.0	0.0	0.0		1.6	-
% 3	2.9		1.7	1.6	3.7	5.3	4.2	0.0	1.1		7.8	-
% 4	5.3		3.4	6.6	3.7	0.0	8.3	2.7	7.9		7.8	-
% 5	25.1		20.3	13.1	23.5	36.8	20.8	28.4	34.8		25.0	-
% 6	26.1		27.1	42.6	24.7	21.1	20.8	28.4	21.3		18.8	-
% 7	30.7		42.4	21.3	35.8	31.6	29.2	29.7	23.6		32.8	-
% 8	8.4		5.1	9.8	7.4	5.3	16.7	9.5	11.2		4.7	-
% 9	0.4		0.0	1.6	0.0	0.0	0.0	0.0	0.0		1.6	-
% 10	0.2		0.0	0.0	1.2	0.0	0.0	0.0	0.0		0.0	-
5e Work feasibility within work hours	4.0		3.1	6.0	3.3	2.0	3.4	3.0	3.9		5.8	-
Number of respondents	477		60	61	82	19	24	74	89		64	

# Well-being and work pressure

## Group overview

### 5f Amount of overtime

% 0–5

% 6–10

% 11–20

% 21–30

% 31–40

% 41–50

% 51–60



% 60+

### 5g Sufficient opportunities for rest

### 5h Dealing with workload effectively

### 5i Work-life balance



Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% 0–5	30.5		14.8	66.7	18.2	0.0	9.5	15.9	29.3		60.7	-
% 6–10	20.4		9.3	21.7	24.7	15.8	33.3	11.6	24.4		26.2	-
% 11–20	20.9		27.8	8.3	15.6	36.8	19.0	29.0	28.0		9.8	-
% 21–30	12.8		16.7	1.7	18.2	26.3	19.0	21.7	7.3		1.6	-
% 31–40	7.6		18.5	1.7	7.8	5.3	9.5	13.0	4.9		1.6	-
% 41–50	3.8		9.3	0.0	6.5	10.5	9.5	2.9	1.2		0.0	-
% 51–60	2.0		1.9	0.0	5.2	5.3	0.0	2.9	1.2		0.0	-
% 60+	2.0		1.9	0.0	3.9	0.0	0.0	2.9	3.7		0.0	-
5g Sufficient opportunities for rest	5.0		4.6	6.8	4.4	3.2	4.9	4.5	5.3		5.3	-
5h Dealing with workload effectively	6.3		6.0	7.4	6.1	5.8	7.0	5.8	6.0		6.7	-
5i Work-life balance	5.3		4.3	7.1	4.6	3.7	4.9	4.4	5.6		6.5	6.4
Number of respondents	477		60	61	82	19	24	74	89		64	

# Well-being and work pressure

## Group overview

### 5j Cause of work pressure

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% Administration/bureaucracy	57.2		65.0	51.7	61.0	47.4	56.5	65.8	52.9		51.6	-
% Amount of work	61.2		73.3	40.0	67.1	89.5	73.9	69.9	55.2		46.9	-
% Content of the work	19.7		15.0	11.7	26.8	26.3	21.7	23.3	21.8		10.9	-
% The work atmosphere	12.1		11.7	11.7	9.8	5.3	4.3	17.8	11.5		15.6	-
% Devices or work station	13.8		11.7	5.0	19.5	0.0	8.7	15.1	24.1		7.8	-
% HR issues	11.2		13.3	6.7	9.8	36.8	4.3	12.3	12.6		7.8	-
% Career	19.9		25.0	8.3	28.0	36.8	26.1	24.7	19.5		4.7	-
% Lack of clarity in my work	16.9		13.3	26.7	8.5	5.3	13.0	11.0	14.9		37.5	-
% Expectations or deadlines	37.5		35.0	38.3	41.5	31.6	39.1	32.9	42.5		34.4	-
% Disruption by others	19.1		13.3	26.7	20.7	15.8	13.0	16.4	14.9		28.1	-
% Amount of emails/phone calls etc.	36.4		46.7	25.0	47.6	31.6	17.4	38.4	27.6		40.6	-
Number of respondents	477		60	61	82	19	24	74	89		64	

# Well-being and work pressure

## Group overview

% Other	
5k Leiden University is a safe environment	
5l Inappropriate behaviour / personally	
% Yes	
% No	
% Prefer not to answer	
5m Forms inappropriate behaviour / pers.	
% Being ignored	
% Exclusion	
% Gossip	
% Bullying	
% Intimidation	
Number of respondents	

	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
	14.8	15.0	23.3	9.8	26.3	17.4	15.1	11.5		12.5	-
	7.7	8.0	8.1	7.9	6.8	7.5	7.0	7.7		7.7	-
	18.3	20.0	11.7	18.3	-	-	25.7	11.2		18.8	-
	78.9	80.0	86.7	78.0	-	-	70.3	85.4		81.3	-
	2.7	0.0	1.7	3.7	-	-	4.1	3.4		0.0	-
	20.7	16.7	14.3	20.0	-	-	21.1	10.0		33.3	-
	24.1	33.3	57.1	13.3	-	-	15.8	20.0		33.3	-
	23.0	8.3	28.6	26.7	-	-	26.3	20.0		33.3	-
	14.9	8.3	14.3	13.3	-	-	15.8	20.0		8.3	-
	35.6	16.7	28.6	26.7	-	-	63.2	40.0		25.0	-
	477	60	61	82	19	24	74	89		64	

## Well-being and work pressure



### Group overview

	30%	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	≡
% Discrimination	19.5		25.0	0.0	13.3	-	-	36.8	20.0		0.0	-
% Misconduct	16.1		0.0	0.0	13.3	-	-	31.6	30.0		0.0	-
% Verbal aggression	29.9		33.3	28.6	6.7	-	-	36.8	40.0		25.0	-
% Physical abuse	0.0		0.0	0.0	0.0	-	-	0.0	0.0		0.0	-
% Sexual harassment	8.0		8.3	0.0	20.0	-	-	10.5	0.0		0.0	-
% Violation of academic integrity	4.6		8.3	0.0	6.7	-	-	5.3	10.0		0.0	-
% Other	17.2		25.0	14.3	26.7	-	-	5.3	30.0		25.0	-
% Prefer not to answer	3.4		0.0	0.0	0.0	-	-	5.3	10.0		8.3	-
5n Type of discrimination/ personally												
% Ethnicity	35.3		0.0	-	0.0	-	-	42.9	0.0		-	-
% Skin colour	29.4		0.0	-	0.0	-	-	28.6	0.0		-	-
% Religion	11.8		0.0	-	0.0	-	-	14.3	0.0		-	-
Number of respondents	477		60	61	82	19	24	74	89		64	



## Well-being and work pressure

### Group overview

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% Gender identity	17.6		0.0	-	0.0	-	-	28.6	0.0		-	-
% Sex	47.1		33.3	-	50.0	-	-	42.9	50.0		-	-
% Nationality	58.8		66.7	-	50.0	-	-	85.7	0.0		-	-
% Language	47.1		66.7	-	0.0	-	-	57.1	50.0		-	-
% Physical disability	0.0		0.0	-	0.0	-	-	0.0	0.0		-	-
% Learning disability	5.9		33.3	-	0.0	-	-	0.0	0.0		-	-
% Age	17.6		0.0	-	0.0	-	-	14.3	50.0		-	-
% Chronic illness	17.6		33.3	-	100.0	-	-	0.0	0.0		-	-
% Political affiliation	11.8		0.0	-	0.0	-	-	28.6	0.0		-	-
% Socio-economic background	17.6		33.3	-	0.0	-	-	28.6	0.0		-	-
% Other	17.6		33.3	-	0.0	-	-	14.3	50.0		-	-
% Prefer not to answer	5.9		33.3	-	0.0	-	-	0.0	0.0		-	-
Number of respondents	477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview

#### 5o Unwanted behaviour / others

% Yes

% No

#### 5p Forms unwanted behaviour / others

% Being ignored

% Exclusion

% Gossip

% Bullying



% Intimidation

% Discrimination

% Misconduct

% Verbal aggression

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% Yes	23.2		19.6	17.2	20.8	-	-	30.4	18.4		24.2	-
% No	76.8		80.4	82.8	79.2	-	-	69.6	81.6		75.8	-
% Being ignored	22.9		9.1	10.0	18.8	-	-	28.6	31.3		20.0	-
% Exclusion	27.6		9.1	50.0	18.8	-	-	38.1	37.5		13.3	-
% Gossip	39.0		18.2	40.0	43.8	-	-	42.9	50.0		46.7	-
% Bullying	21.9		18.2	10.0	18.8	-	-	28.6	25.0		26.7	-
% Intimidation	41.9		45.5	20.0	37.5	-	-	52.4	50.0		33.3	-
% Discrimination	19.0		9.1	20.0	25.0	-	-	23.8	31.3		0.0	-
% Misconduct	15.2		9.1	10.0	18.8	-	-	9.5	18.8		6.7	-
% Verbal aggression	35.2		36.4	20.0	25.0	-	-	57.1	31.3		46.7	-
Number of respondents	477		60	61	82	19	24	74	89		64	

## Group overview

- % Physical abuse
- % Sexual harassment
- % Violation of academic integrity
- % Other
- % Prefer not to answer

5q Type of discrimination/ others



- % Ethnicity
- % Skin colour
- % Religion
- % Gender identity
- % Sex
- % Nationality

Number of respondents

3%	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	€
0.0		0.0	0.0	0.0	-	-	0.0	0.0		0.0	-
6.7		0.0	0.0	25.0	-	-	4.8	6.3		6.7	-
8.6		27.3	0.0	6.3	-	-	4.8	25.0		0.0	-
9.5		9.1	0.0	12.5	-	-	0.0	18.8		13.3	-
1.0		0.0	10.0	0.0	-	-	0.0	0.0		0.0	-
40.0		0.0	50.0	50.0	-	-	60.0	20.0		-	-
25.0		0.0	50.0	50.0	-	-	20.0	0.0		-	-
25.0		0.0	0.0	25.0	-	-	60.0	20.0		-	-
25.0		0.0	0.0	50.0	-	-	40.0	0.0		-	-
30.0		0.0	50.0	25.0	-	-	60.0	20.0		-	-
40.0		0.0	0.0	25.0	-	-	60.0	60.0		-	-
477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% Language	35.0		0.0	50.0	25.0	-	-	60.0	40.0		-	-
% Physical disability	0.0		0.0	0.0	0.0	-	-	0.0	0.0		-	-
% Learning disability	0.0		0.0	0.0	0.0	-	-	0.0	0.0		-	-
% Age	20.0		0.0	50.0	50.0	-	-	0.0	20.0		-	-
% Chronic illness	5.0		0.0	0.0	25.0	-	-	0.0	0.0		-	-
% Political affiliation	10.0		0.0	0.0	25.0	-	-	20.0	0.0		-	-
% Socio-economic background	25.0		0.0	50.0	25.0	-	-	40.0	20.0		-	-
% Other	10.0		0.0	0.0	0.0	-	-	20.0	0.0		-	-
% Prefer not to answer	10.0		100.0	0.0	0.0	-	-	20.0	0.0		-	-
5r Reporting inappropriate behaviour (% Yes)	76.2		66.7	71.4	50.0	-	-	77.8	100		75.0	-
% No	19.0		16.7	14.3	50.0	-	-	22.2	0.0		16.7	-
% Prefer not to answer	4.8		16.7	14.3	0.0	-	-	0.0	0.0		8.3	-
Number of respondents	477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview

#### 5s Not discussed with anyone because

- % I didn't know where to do that
- % I was worried about confidentiality
- % I didn't think reporting would help
- % I wasn't sure if there was a problem
- % I resolved it without needing to report
- % Other

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
	👤											📊
	12.5		0.0	0.0	28.6	-	-	0.0	-		0.0	-
	56.3		50.0	100.0	85.7	-	-	25.0	-		0.0	-
	68.8		0.0	100.0	71.4	-	-	75.0	-		100.0	-
	6.3		0.0	0.0	0.0	-	-	25.0	-		0.0	-
	6.3		0.0	0.0	0.0	-	-	25.0	-		0.0	-
	25.0		50.0	0.0	0.0	-	-	50.0	-		50.0	-

#### 5t Discussed behaviour with:

- % Supervisor
- % Department manager
- % HRM
- % Confidential advisor

	67.2		75.0	80.0	100.0	-	-	64.3	66.7		55.6	-
	23.4		25.0	20.0	14.3	-	-	28.6	22.2		11.1	-
	17.2		12.5	20.0	0.0	-	-	14.3	44.4		11.1	-
	23.4		37.5	0.0	0.0	-	-	28.6	44.4		11.1	-
Number of respondents	477		60	61	82	19	24	74	89		64	



## Well-being and work pressure

### Group overview

	3%	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	≡
% Ombuds officer	7.8		0.0	20.0	0.0	-	-	7.1	11.1		0.0	-
% Complaints officer	0.0		0.0	0.0	0.0	-	-	0.0	0.0		0.0	-
% Colleague	62.5		50.0	40.0	71.4	-	-	57.1	66.7		88.9	-
% Friends/family	43.8		50.0	20.0	42.9	-	-	42.9	44.4		55.6	-
% Social worker	0.0		0.0	0.0	0.0	-	-	0.0	0.0		0.0	-
% Company physician	6.3		12.5	0.0	0.0	-	-	7.1	11.1		11.1	-
% Medical/psychological pract. outside uni	10.9		25.0	0.0	0.0	-	-	7.1	11.1		22.2	-
% Other	12.5		12.5	0.0	14.3	-	-	21.4	0.0		33.3	-
5u Inappropriate behaviour/support	5.0		5.6	7.0	5.7	-	-	4.4	5.6		4.3	-
5v Portrayers of inappropriate behaviour												
% Colleague(s) from own team	22.0		17.6	23.1	29.0	-	-	12.9	10.0		27.8	-
% Colleague(s) from directorate/dept./research group	20.0		29.4	0.0	22.6	-	-	25.8	25.0		11.1	-
Number of respondents	477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview



		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
% Colleagues from own faculty/unit	22.0		11.8	30.8	16.1	-	-	25.8	30.0		27.8	-
% Other employees	12.7		0.0	0.0	9.7	-	-	35.5	10.0		16.7	-
% Supervisor(s)	18.7		11.8	23.1	19.4	-	-	12.9	15.0		33.3	-
% Management/board	14.7		5.9	0.0	9.7	-	-	22.6	45.0		5.6	-
% Student(s)	16.0		11.8	7.7	9.7	-	-	19.4	0.0		27.8	-
% External person(s)	4.0		5.9	0.0	9.7	-	-	0.0	10.0		0.0	-
% I don't know	7.3		5.9	7.7	16.1	-	-	6.5	5.0		0.0	-
% Prefer not to answer	9.3		17.6	30.8	3.2	-	-	6.5	10.0		5.6	-
5w Inappropriate behaviour/location												
% On site (Leiden)	61.1		44.4	66.7	65.5	-	-	71.9	65.0		66.7	-
% On site (the Hague)	10.1		0.0	0.0	6.9	-	-	3.1	5.0		5.6	-
% Online	30.2		33.3	16.7	24.1	-	-	34.4	35.0		38.9	-
Number of respondents	477		60	61	82	19	24	74	89		64	

## Well-being and work pressure

### Group overview

% At a work-related social event
% In a (digital) group meeting
% In a one-on-one work meeting
% At a workshop/lecture
% At a university dining area
% During a university sport event
% Other
% Prefer not to answer
5x I know where to go for help

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
	11.4		0.0	0.0	20.7	-	-	21.9	5.0		11.1	-
	15.4		22.2	0.0	13.8	-	-	21.9	15.0		22.2	-
	14.1		11.1	8.3	13.8	-	-	18.8	10.0		27.8	-
	2.0		5.6	0.0	3.4	-	-	0.0	0.0		5.6	-
	1.3		5.6	8.3	0.0	-	-	0.0	0.0		0.0	-
	0.0		0.0	0.0	0.0	-	-	0.0	0.0		0.0	-
	8.7		5.6	0.0	10.3	-	-	9.4	15.0		16.7	-
	10.1		22.2	16.7	6.9	-	-	9.4	10.0		0.0	-
	6.3		6.2	6.8	6.6	-	-	5.7	6.0		6.7	-
	477		60	61	82	19	24	74	89		64	



# Inclusivity

## Group overview


6a Not afraid to be yourself

6b Accepted by colleagues

6c Share opinions freely

6d Equal treatment

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
6a Not afraid to be yourself	7.5		7.6	8.0	7.3	6.7	7.1	7.1	7.9		7.6	-
6b Accepted by colleagues	7.7		7.6	8.1	7.8	7.2	7.3	7.1	7.9		7.8	-
6c Share opinions freely	6.7		6.8	7.1	7.0	5.9	6.2	6.2	6.8		6.8	-
6d Equal treatment	6.7		6.8	7.5	6.7	5.3	5.4	6.3	6.6		7.1	-
Number of respondents	477		60	61	82	19	24	74	89		64	

# Sustainable employability

## Group overview

7a Development opportunities

7b Training opportunities

7c Easy to find other job

7d Familiar w/ career orientation services



7e Intention to continue employment

7f Actions to change employers (% No)

% Yes, within Leiden University

% Yes, outside Leiden University

Number of respondents

		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
7a Development opportunities	5.6		6.7	5.7	5.1	5.0	4.2	5.6	5.7		5.6	-
7b Training opportunities	5.5		6.4	6.1	4.8	5.7	3.9	5.2	5.6		5.4	-
7c Easy to find other job	6.3		6.5	7.9	5.2	5.8	6.8	5.5	5.9		7.0	-
7d Familiar w/ career orientation services	5.4		6.0	5.8	4.9	5.3	4.4	5.2	5.6		5.5	-
7e Intention to continue employment	7.8		8.4	7.7	8.1	7.4	7.3	7.3	8.0		7.6	8.1
7f Actions to change employers (% No)	77.7		75.0	77.0	81.3	77.8	69.6	77.6	81.7		74.2	74.8
% Yes, within Leiden University	7.2		6.7	8.2	3.8	5.6	8.7	4.5	3.7		19.4	10.0
% Yes, outside Leiden University	17.3		18.3	16.4	17.5	22.2	21.7	22.4	15.9		9.7	18.3
Number of respondents	477		60	61	82	19	24	74	89		64	

# International colleagues

## Group overview

8a Moved to NL <5 years ago



% Yes

% No

8b Satisfied with support

8c Problems upon arrival

Number of respondents

	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
14.9		-	-	-	-	-	-	-		-	-
85.1		-	-	-	-	-	-	-		-	-
5.9		-	-	-	-	-	-	-		-	-
4.3		-	-	-	-	-	-	-		-	-
477											

# International colleagues

## Group overview

### 8d Nature of problems upon arrival

% Housing

% Language issues

% Cultural differences

% Payment possibilities

% Feeling at home within organisation

% Other, namely:

% University administration

% Getting by with available resources

% Other

### 8e Good social network

### 8f Equal treatment of intl colleagues

Number of respondents

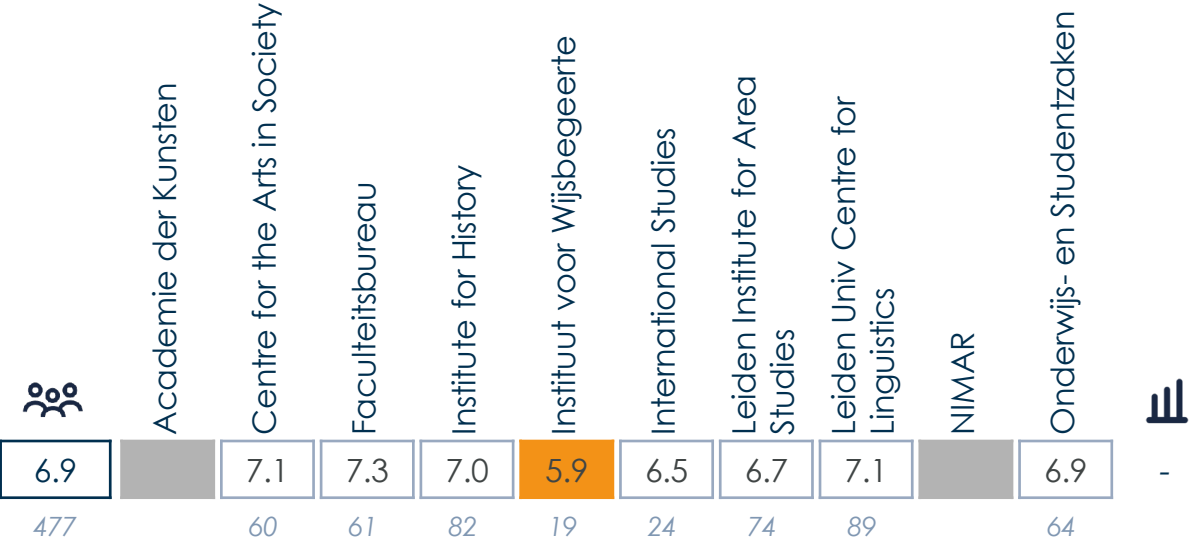
		Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken	
55.9		-	-	-	-	-	-	-	-	-	-	-
38.2		-	-	-	-	-	-	-	-	-	-	-
41.2		-	-	-	-	-	-	-	-	-	-	-
26.5		-	-	-	-	-	-	-	-	-	-	-
47.1		-	-	-	-	-	-	-	-	-	-	-
8.8		-	-	-	-	-	-	-	-	-	-	-
38.2		-	-	-	-	-	-	-	-	-	-	-
20.6		-	-	-	-	-	-	-	-	-	-	-
11.8		-	-	-	-	-	-	-	-	-	-	-
5.9		-	-	-	-	-	-	-	-	-	-	-
5.6		-	-	-	-	-	-	-	-	-	-	-
477												

# Final question

Group overview

9a Overall assessment of work environment

Number of respondents



# Actions to change employers

## No

Previous survey

Faculteit

77.7% 

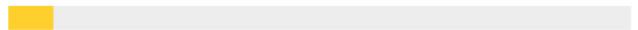
72.3% 

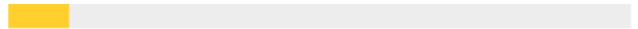
81.1% 

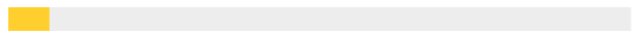
## Yes, within Leiden University

Previous survey

Faculteit

7.2% 

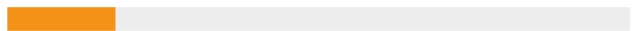
9.9% 

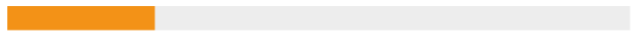
6.5% 

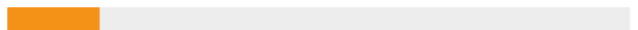
## Yes, outside Leiden University

Previous survey

Faculteit

17.3% 

23.6% 

14.8% 

# *employer* Net Promotor Score

 Current survey

 Previous survey

 Faculteit

 Universities



# employer Net Promotor Score

Geesteswetenschappen

## eNPS average

-23.4

↺ -16.2  
-

## eNPS breakdown

The employer Net Promotor Score shows the extent to which employees promote Leiden University to others as an employer. The score is determined by: % promoters - % detractors.



## eNPS by teams

-23.4	-	-25.9	-1.7	-18.8	-42.1	-45.5	-37.7	-23.3	-	-21.9
	Academie der Kunsten	Centre for the Arts in Society	Faculteitsbureau	Institute for History	Instituut voor Wijsbegeerte	International Studies	Leiden Institute for Area Studies	Leiden Univ Centre for Linguistics	NIMAR	Onderwijs- en Studentzaken



# Engagement

 Current survey

 Previous survey

 Faculteit

 Universities



# Engagement



(N=477)

Centre for the Arts in Society (N=60)

Faculteitsbureau (N=61)

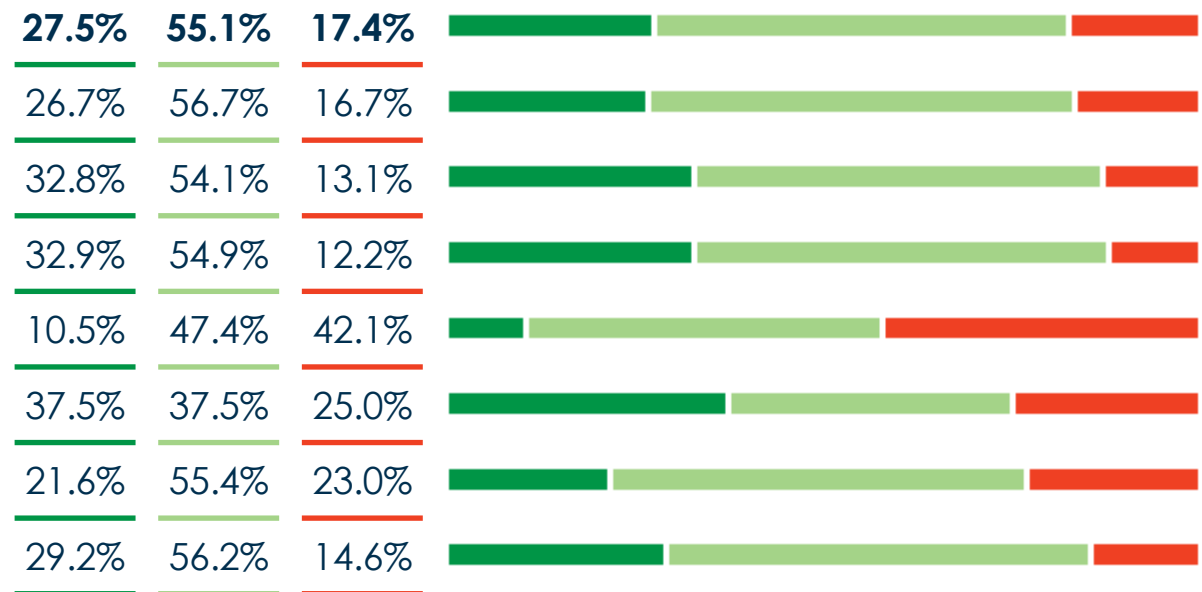
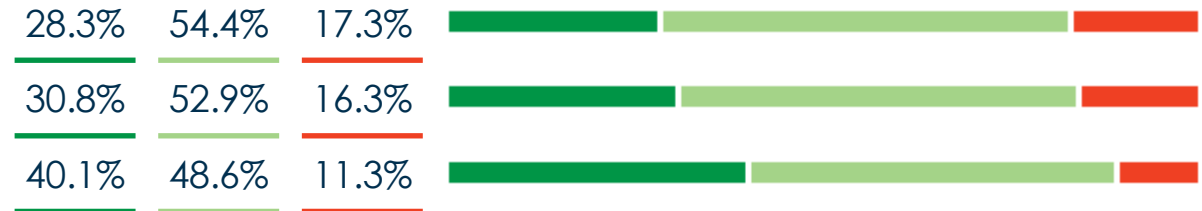
Institute for History (N=82)

Instituut voor Wijsbegeerte (N=19)

International Studies (N=24)

Leiden Institute for Area Studies (N=74)

Leiden Univ Centre for Linguistics (N=89)



## Engaged

**Engaged employees** love both their job and the company they work for. Employees who are engaged show a positive attitude, are generally more productive and strive to improve themselves and the company.

## Potentials

**Employees showing the potential to become engaged** are those who do not necessarily possess any positive or negative emotions to their job or organisation. By taking the right actions they may become engaged, whereas neglecting their needs may lead to them becoming fully disengaged.

## Disengaged

**Employees who are disengaged** show hardly any positive attitude towards their work and the company. In the best case, these employees do their jobs sufficiently. In the worst case, these employees underperform and spread negativity towards colleagues.

# Engagement

Onderwijs- en Studentzaken (N=64)



## Engaged

**Engaged employees** love both their job and the company they work for. Employees who are engaged show a positive attitude, are generally more productive and strive to improve themselves and the company.

## Potentials

**Employees showing the potential to become engaged** are those who do not necessarily possess any positive or negative emotions to their job or organisation. By taking the right actions they may become engaged, whereas neglecting their needs may lead to them becoming fully disengaged.

## Disengaged

**Employees who are disengaged** show hardly any positive attitude towards their work and the company. In the best case, these employees do their jobs sufficiently. In the worst case, these employees underperform and spread negativity towards colleagues.

# Priorities

 Current survey

 Previous survey

 Faculteit

 Universities



# Calculated priorities

To help you focus, we've calculated which questions have a positive and negative influence on engagement and the other themes. The questions below are important to maintain or improve if you want to ensure growth in engagement.

## + Positive influencers

Satisfied with supervisor

Supervisor motivates

Enjoys work

👥	↻	📊
7.6	7.1	7.2
6.8	6.5	6.8
7.8	7.6	7.7

View all priorities on  
[my.effectory.com](https://my.effectory.com)

👥	↻	📊
6.8	7.0	7.5
5.9	6.8	7.5
6.1	6.8	7.4

## - Negative influencers

Feeling at home at Leiden University

Feeling energetic at work

Proud of Leiden University

# Top and drop scores

To help you focus, we've ranked the questions that score highest and lowest compared to the previous survey.



## Highest scores

Easy to find other job

Safe talking to supervisor

Work feasibility within work hours

👥	↺	📊
6.3	5.5	-
6.6	5.9	-
4.0	3.4	-

👥	↺	📊
5.9	6.8	7.5
6.1	6.8	7.4
6.8	7.3	7.3

## Lowest scores

Feeling energetic at work

Proud of Leiden University

Satisfied with job



# What's next: action planning



Your results are known! In the report you can see which questions score higher and which questions score lower. Further, you will find which comments have been made by your employees. The report is the starting point to carry out an open and constructive discussion and gain insight into actions which will lead to improvement. Good luck!

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## 1 How do we prepare before getting started?

Before you discuss the results it is important to answer the following questions:

- What will we achieve by working with the results?
- What is required to carry out an open and constructive discussion?
- Do we need help discussing the results?  
If yes, who would be able to do this?



**Tip: please note a theme!** When going over the open answers and the comments of your employees, it is important to be aware of the descriptions: are we referring to the same thing? Is there a theme here? Try to be as concrete/ specific as possible when naming the points which are most important to you



## 2 Which points are important to us?

Start by going through, or discussing, the results. For this, please go over the scores, the selected subjects and the written comments. Everyone should subsequently write down the points most important to them:

- Two positive points on green post-it notes.
- Possible points for improvement on red post-it notes.

### And then?

- Collect the post-it notes and put the points which are related together (per color and subject).
- Give each collection a suitable title.
- Then determine which points you wish to keep and improve. Stick to a maximum of three points and focus on opportunities for improvement that you can influence as a team.

## 3 How can we maintain these points and/or improve them?

Discuss with each other how the selected points can be maintained or improved. To save time, different groups can develop different points at the same time. The questions below can help you with that.

### For the positive points:

- How can we maintain this positive point?
- How can we make more use of this strong point?
- Is it possible to share this tip with other teams?

### For the points of improvement:

- What does the current situation look like?
- What can we do to improve this point?
- Are there other teams that we can learn from?

## 4 Which actions will we take?

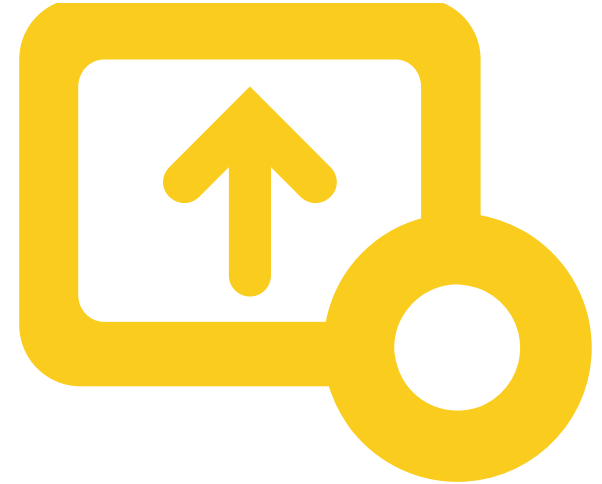
Determine together which specific action(s) you will agree on per point:

- What will happen?
- Who will do this?
- When will this action be completed?



### Tip: take the suggestions for improvement on board!

Make use of the ideas, solutions and suggestions from employees that are in the report when answering the questions above.



## 5 How do we monitor the agreed actions?

When the action plan is ready, it is time to really get into action and to ensure that the action plan succeeds. Discuss with each other how you will continue to monitor the agreed actions. It is also wise to schedule in an evaluation meeting in advance. During this evaluation you discuss with each other whether the actions have the desired effect.



**Tip: get started digitally!** Focus is important. It is better to carry out one single action properly than 5 points half-heartedly. Result & Action (within the environment of My Effectory) helps you connect action points to the results. Save remarkable scores, connect actions to these and assign them to a responsible person. All within one single online platform: [my.effectory.com](https://my.effectory.com)



# We are working on this

## Positive point

What:



How do we maintain/use this:



## Point for improvement

What:




How do we improve this:





# Tools to help you out

Have your pick from these Effectory tools to aid you in action planning & improving

 **Online results.** Please visit [my.effectory.com](https://my.effectory.com), sign in for security and you are ready to deep-dive into your results.

 **Tips & best practices.** Need inspiration to improve something? You can find tips and best practices within the online results.

 **Action planning dialogue.** Use the online action planning video tutorial. Or the action planning workbook that is available in your reports and online results.

 **Trainer.** Need help action planning? Contact your local HR department, they can facilitate a workshop to get you kickstarted.

