

Case study

Staff Survey

Report 2005



Prepared by:
Priority Research Ltd

© Priority Research Ltd - 2005

On behalf of:
[client]

***This case study shows a staff survey carried out
by PRL for a major client in 2005***

All identifying information has been removed



PROVIDERS OF PUBLIC CONSULTATION AND RESEARCH

Priority Research Ltd, Craven House,
Manse Lane, Knaresborough HG5 8ET
Tel: 01423 867955
Fax: 01423 869876
e-mail: info@priority-research.com
internet: <http://www.priority-research.com>

Contents

| | Page |
|---|----------|
| 1. Introduction | 3 |
| 2. Summary of Main Findings | 5 |
| 3. Survey Results | |
| - 3.1 Demographic information | 9 |
| - 3.2 Your job | 15 |
| - 3.3 Physical environment | 21 |
| - 3.4 Workplace culture | 25 |
| - 3.5 Your manager | 33 |
| - 3.6 Performance and leadership | 37 |
| - 3.7 Training and development | 41 |
| - 3.8 Communication and information | 49 |
| - 3.9 Looking forward | 53 |
| - 3.10 Overall satisfaction | 57 |
| - 3.11 Priorities for future improvements | 61 |

This page is intentionally left blank

1. Introduction

1. Introduction

Background

The client undertook a comprehensive employee survey as a follow up to the previous survey completed in 2003. This was to both assess any changes and to provide a new benchmark for further improvements. Priority Research Ltd (PRL) were engaged to conduct this survey with all of the client's employees during May/June 2005.

The questionnaire was developed in conjunction with representatives from all sections of the client including external related organisation sand professional bodies

Aims and objectives

The main objective was to assess current opinion regarding:

- People's own jobs
- Working relationships between staff
- Leadership and direction
- Training and career development
- Communication channels
- Information sources

In addition, PRL's unique "Priority Search" methodology would help to establish employee's priorities for future improvement.

The survey

The initial stage of the consultation work gathered ideas from employees to help identify key topics for the survey. This was conducted by means of four focus groups during which a single open question was posed: "How can we work together to create a better organisation for all of us, regardless of background?" The responses to this stage were reviewed by the steering group and formed the basis of the final part of the questionnaire – the Priority Search.

The survey was self completed by respondents after distribution of the questionnaire to every member of staff, to be returned directly to Priority Research. The total figure of 1762 respondents represents approximately 48% of employees.

Readers should take care when considering percentage results from some of the sub groups within the main sample, as the base figures may sometimes be small. Due to rounding some graphs may not add up to 100%. Unless otherwise stated, all statistically significant differences are reported at the 95% confidence level. Therefore, a difference between two groups is usually considered statistically significant if chance could explain it only 5% of the time or less. This calculation relies on a number of factors such as the base figure and the level of variance, both within and between sample groups, thereby taking into account more than just the simple percentage difference.

Further details of the methodology can be found in section 4.1.

2. Summary of main findings

2. Summary of main findings

2.1 Overall satisfaction

- 2.1.1 The headline result, that 56% were satisfied overall with working for the client, represented a significant improvement on the 2003 result, due mainly to the fact that 16% were very satisfied compared to only 11% in 2003 (p.59). This modest improvement reflects many of the positive changes across the survey results since 2003, which shows that that employee satisfaction has been moving steadily in the right direction. Indeed, over a third of the sample now feel that the client is becoming a better place to work (36%, p.39).
- 2.1.2 Scotland had by far and away the highest response rate (p.14), but this may be due to the fact that these respondents were much less satisfied overall (33%) and this pattern was apparent across the survey results. Other groups that gave poorer ratings across the survey results were those who were considering leaving the organisation within the next 12 months or those who had experienced harassment or bullying. Conversely, certain grades and new employees were consistently positive throughout the results (p.58).

2.2 Priorities for future improvements

- 2.2.1 In response to the question "how can we work together to create a better organisation for all of us, regardless of background?" the top significant priorities for improvement were as follows:
- "All employees to annually attend refresher training on new methods and relevant legislation"
 - "Make better use of the skills that staff bring with them to the organisation"
 - "Improve the IT infrastructure to support us in our work"
 - "Improve the performance of the organisation by focusing on inefficiencies in bureaucracy and paperwork"
 - "Do more to ensure that staff are treated and valued equally"
 - "Do more to involve all staff in deciding how to improve performance in their own sections"
 - "Do more to help us balance our working and personal lives"
 - "A system to ensure that management decisions are transparent and explained fully" (p.63)

2.3 Training and development

- 2.3.1 Training and development emerged as one of the main themes from the survey results, with the most important priority for the future being refresher training. This was even more important for senior staff, as well as employees who had been in the same role for over 10 years (p.64).
- 2.3.2 In addition, overall satisfaction with training and development was the lowest rated of all the main components of people's experience of working for the client (34% satisfied, p.59). However, this did represent a statistically significant improvement from the result in 2003 (28% (p.42)
- 2.3.3 Around half of the sample felt that they had received adequate training (52%), and there was also a problem highlighted by many employees that access to training opportunities was not equally available to all (54% felt this way, whilst only 26% were positive). Fortunately, the latter statement had improved significantly since the last survey (p.43).
- 2.3.4 Moving on from the topic of training to that of career development, again only a third of the sample thought that they had sufficient opportunities for advancement and promotion within the organisation (36%). This is not to say, however, that that people did not necessarily know how to get promoted or were not aware of the career paths open to them. In fact, at least half of the sample said that they were aware of the possible opportunities open to them (58%).
- 2.3.5 As had been the case in 2003, the general perception of the appraisal process amongst the majority of employees was unfavourable, both in terms of its fairness (36% disagreed) and its effectiveness in improving performance (57% disagreed). There had been little change since 2003 in the proportion of respondents who had received an appraisal in the previous 12 months (65% v 62%), although excluding all those employees who had been employed for less than a year, this proportion increased to 75% (p.46-47).

2.4 Leadership

- 2.4.1 Of those who expressed an opinion, only a little over a third said that they were satisfied overall with the performance and leadership of the organisation (36%). This was also one of the main issues to emerge from the results in the 2003 survey, therefore the result should be seen in the context of the previous benchmark which was actually exceeded by 12% (p.38).

2. Summary of main findings

- 2.4.2 The statement “generally speaking, senior management and employees respect each other” was the most closely associated with people’s overall satisfaction. This rating had also increased since 2003, albeit not significantly (28% v 23%, p.39). One way to address this would be to improve the lines of communication between employees and senior management, as these were actually rated significantly worse than in 2003 (p.51).
- 2.4.3 Only one in five employees were confident about the decision making processes in the organisation (22%), but this was significantly higher than the results in 2003 (14%, p.39).
- 2.4.4 However, employees were generally consistent in their opinion of their immediate managers; 73% were satisfied with them overall which included 38% who were very satisfied. This rating had also significantly increased since 2003 (p.60).
- 2.4.5 The lowest rated aspects of the client’s performance and leadership was in regard to the consistency with which policies and procedures were implemented. Only 18% of those who commented felt that HR policies were applied consistently (improved from 14% in 2003), whilst even fewer (16%) thought the same about other corporate policies (p.39). However, it is important to remember that regardless of the prevailing view that there were inconsistencies, this issue was not one of the main priorities for the future (p.63).
- 2.4.6 The client continued to be reasonably successful in clearly communicating its vision, values and objectives (63% agreed, 14% disagreed). Furthermore, respondents were significantly more likely than in 2003 to say that they shared the vision, values and objectives (62% now agreed).

2.5 Job satisfaction

- 2.5.1 The general level of satisfaction with the job that people did had changed little since 2003, with 61% claiming to be satisfied compared to 23% who were dissatisfied (p.16). Two of the factors most likely to influence respondents overall level of job satisfaction were: “I enjoy the work I do” (74% agreed), and “I feel valued” (33% v 25% in 2003).
- 2.5.2 The fact that enjoying the work and feeling valued were the two of the key drivers is easy to understand, and at least for the former statement, employees seemed genuinely to enjoy their work. This was helped by the fact that the vast majority understood their role, and how that role fits in with the client’s wider objectives (over 80% agreed with both statements). Matters were also helped by the fact that more employees felt secure in their job than had been the case in 2003 (61% compared to 54%, p.17).
- 2.5.3 However, the second highest priority amongst employees as a whole was for “Make better use of the skills that staff bring with them to the organisation”, particularly for temporary staff (p.64). Furthermore, only 40% of the sample felt that their skills and abilities were currently used well. Exactly the same proportion felt that they were recognised for their performance and responsibilities, although in this instance it was an improvement on the 2003 results (40% v 35%, p.29).
- 2.5.4 It is interesting that the only significant reduction in the level of agreement to any of the statements in this section of the questionnaire was in relation to “I have the materials and equipment I need to do my job” (p.29). The primary component may well be IT, as improvements in the IT infrastructure were the third highest priority for the future (p.63).
- 2.5.5 The work life balance was one of the main themes to emerge from the 2003 survey results and it is yet again an important issue for a number of respondents, although not to the same extent as in the previous survey. Indeed, “do more to help us balance our working and personal lives” was the clear top priority for improvement in 2003 yet was ranked only in seventh place in 2005 (p.63). In all, around half of the sample were generally positive about their ability to balance their home and work lives (48%), with a similar proportion (56%) feeling that they had some say over the way that they did their work – a further common stress indicator. However, the evidence suggests that many respondents still believe that the organisation’s procedures for dealing with stress and allowing flexibility for carers need more work before they are effective (52% and 31% respectively disagreed that the procedures were effective, p.29-30).

2.6 Workplace culture

- 2.6.1 The general pattern of the survey results was for there to have been general improvements across the board since 2003. Nevertheless, the greatest improvement observed in any overall satisfaction rating was in employee’s perception of the workplace culture (53% satisfied v 41% in 2003, p.59).

2. Summary of main findings

- 2.6.2 There were, of course, many factors influencing people's working environment, chief amongst these was probably the extent to which people felt they were able to work as a team. In this instance respondents were very positive, with over 70% feeling they worked well in their own area as well as with other departments (although information sharing between departments was rated somewhat lower, see p.51).
- 2.6.3 One of the reasons why satisfaction with workplace culture was not higher was that relatively few employees agreed either that the client recognises good performance (35% agreed), or that it deals effectively with poor performance (20% agreed). However, on both of these measures the score had improved significantly since 2003 (p.27).
- 2.6.4 The proportion of employees who felt that the client was committed to equal opportunities for all employees, and who felt that both management and staff recognised diversity as an asset had significantly improved to at least 50% in all cases (p.29). When asked to comment on specifics regarding the recruitment and retention of female and black or minority ethnic employees, around half of those who gave an opinion felt that enough was being done to recruit and develop such employees, with the remainder giving an equivocal response that ensured only a small proportion actively disagreed (around 10%-15%, p.29).
- 2.6.5 It was also positive to note that the majority of those who had received the diversity training felt that it was effective in raising their awareness of issues facing minority groups (61%), whilst 42% said that this had helped to improve the way they dealt with minority groups. Respondents who had received the training more recently were the most positive (p.48).
- 2.6.6 One in ten respondents said that they had actually been bullied or harassed (10%), although a little under half of this group had reported it. The results suggest that the response to such reports could also be improved. This was because only 21% of those who reported bullying or harassment thought that the client was supportive of employees in their position. (p.30-31).
- 2.6.7 The most frequently cited causes for bullying or harassment were gender, religion/culture and race (6.4%, 1.9% and 1.6% of the sample respectively). This equated to 17% of female employees who claimed to have been bullied or harassed due to their gender, and 11% of all black and minority ethnic employees who said that they had suffered the same due to their religion, race or culture. In addition, just over one in ten people with a disability or who were gay/lesbian or bisexual said that they had been bullied or harassed due to who they were (both 13%, p.31).

2.7 Communication and information

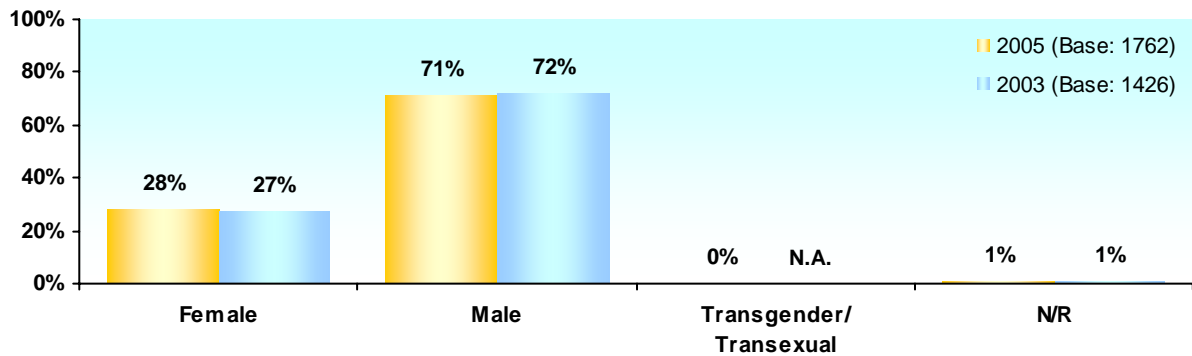
- 2.7.1 In employee surveys, overall satisfaction with communication and information is typically one of the lower rated aspects of working for an organisation and this is also true for the client (37% were satisfied overall, whilst 30% were dissatisfied, p.60). This rating had not significantly altered since 2003 (39%, p.59).
- 2.7.2 Although there had been a significant improvement in the way different areas communicated with one another and with Headquarters, it remained the case that only a around a quarter of respondents thought that this information sharing was effective (22% and 26% agreed respectively). These problems with information sharing were undoubtedly one of the reasons why 39% of the sample claimed not to get the information that they needed to do their job well, although a similar proportion (37%) were positive on this. There was also an issue with the amount of time that employees felt they had in order to access all of the information they felt they needed, with almost half (46%) disagreeing that they had sufficient time (p.51).
- 2.7.3 However, one change that will have helped people feel more connected with the rest of the organisation was that significantly more respondents now felt that they were kept well informed about what was happening in the organisation (57% agreed v 52% in 2003, p.51).

Survey results

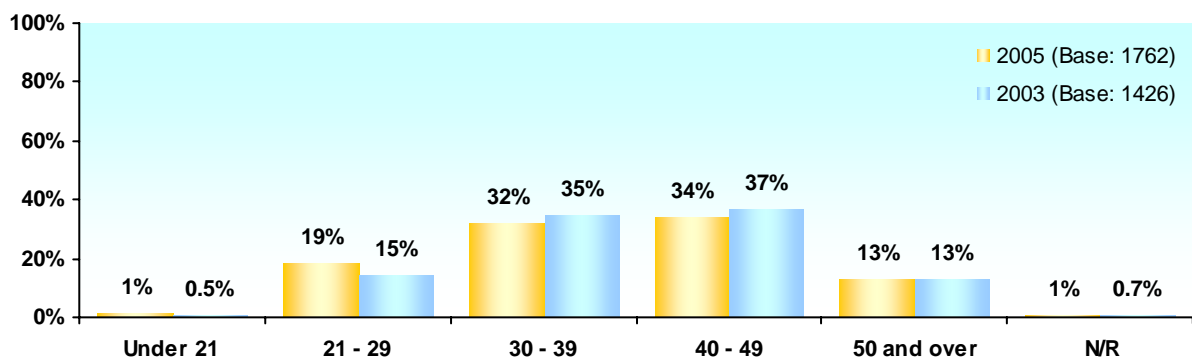
3.1 Demographic information

3.1 Demographic information

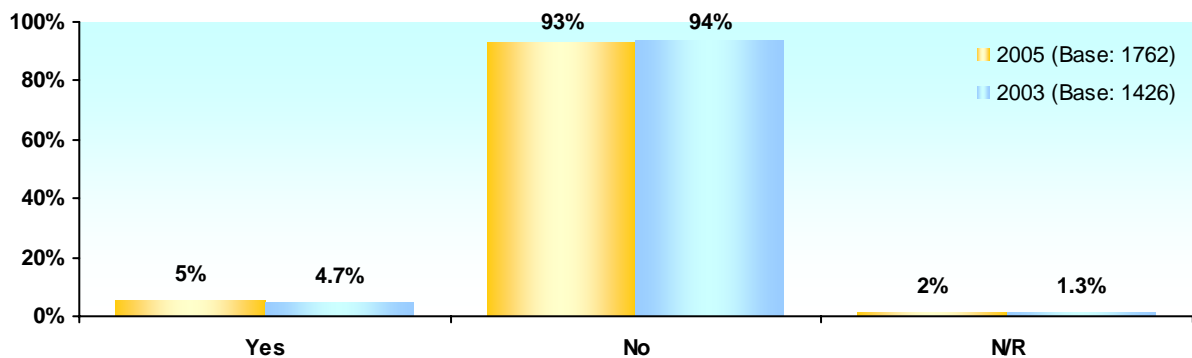
3.1.1 Gender:



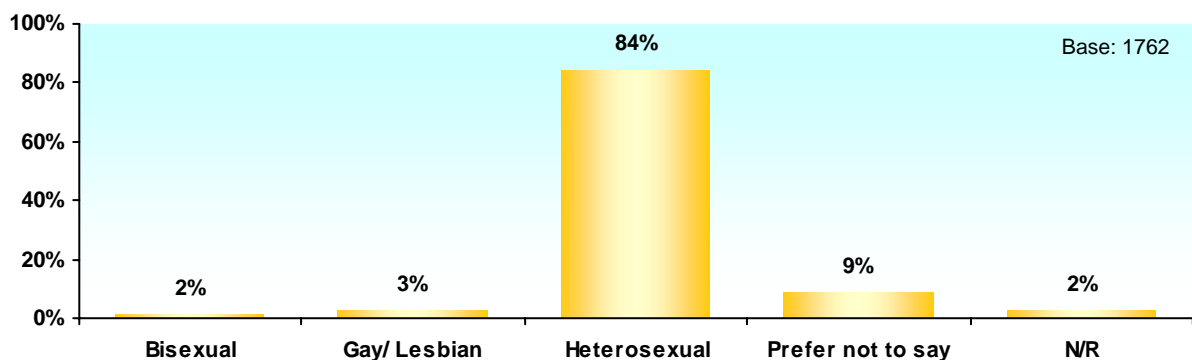
3.1.2 Age:



3.1.3 Do you have any disability, illness or infirmity that affects your everyday life or the work that you do?

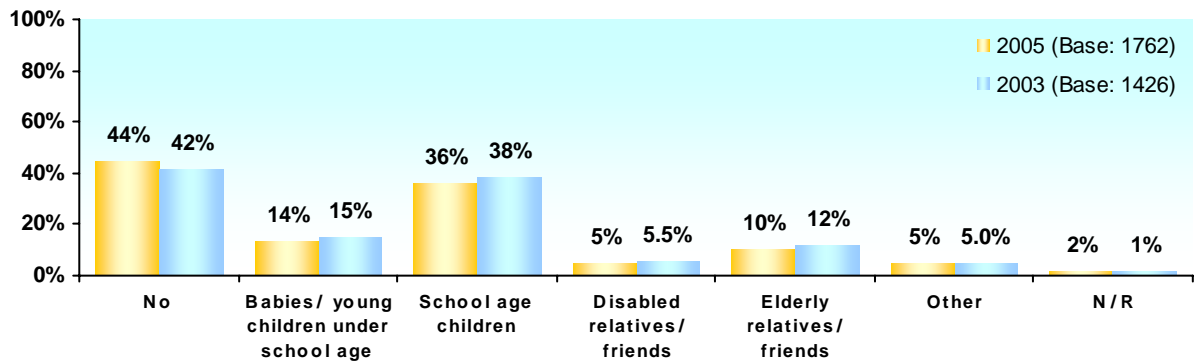


3.1.4 How do you identify your sexual orientation?



3.1 Demographic information

3.1.5 Do you have any dependants and/or caring responsibility for people in the following categories?

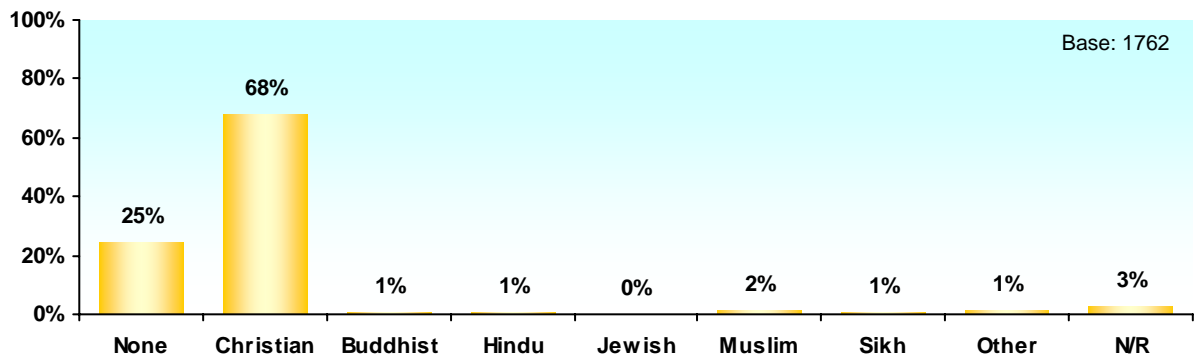


Note: Respondents could give more than one answer

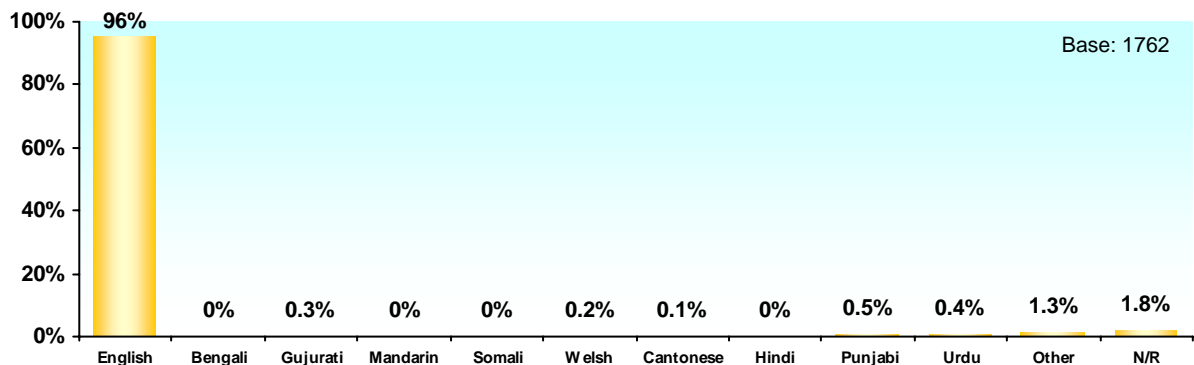
3.1.6 Ethnicity:

| Year | White | | | Mixed | | | | Asian or Asian British | | | | Black or Black British | | | Other | | N/R | Base |
|------|---------|-------|-------------|-------------------------|-----------------------|---------------|-------------|------------------------|-----------|-------------|-------------|------------------------|---------|-------------|---------|--------------------|------|------|
| | British | Irish | Other White | White & Black Caribbean | White & Black African | White & Asian | Other mixed | Indian | Pakistani | Bangladeshi | Other Asian | Caribbean | African | Other black | Chinese | Other ethnic group | | |
| 2005 | 81% | 1.7% | 6.4% | 0.3% | 0.2% | 0.2% | 0.2% | 2.0% | 0.8% | 0% | 0.4% | 1.6% | 1.2% | 0.3% | 0.1% | 0.7% | 2.0% | 1762 |
| 2003 | 87% | N/A | 0.2% | 0.2% | 0.2% | 0.1% | 0.5% | 1.1% | 1.1% | 0.1% | 0.3% | 1.5% | 0.6% | 0.4% | 0.1% | 0.9% | 1.4% | 1426 |

3.1.7 What is your religion?

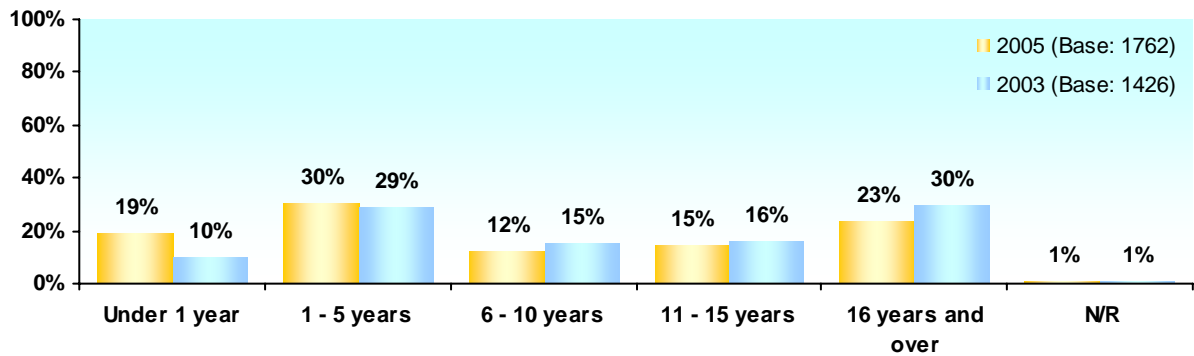


3.1.8 What is the main language spoken in your home?

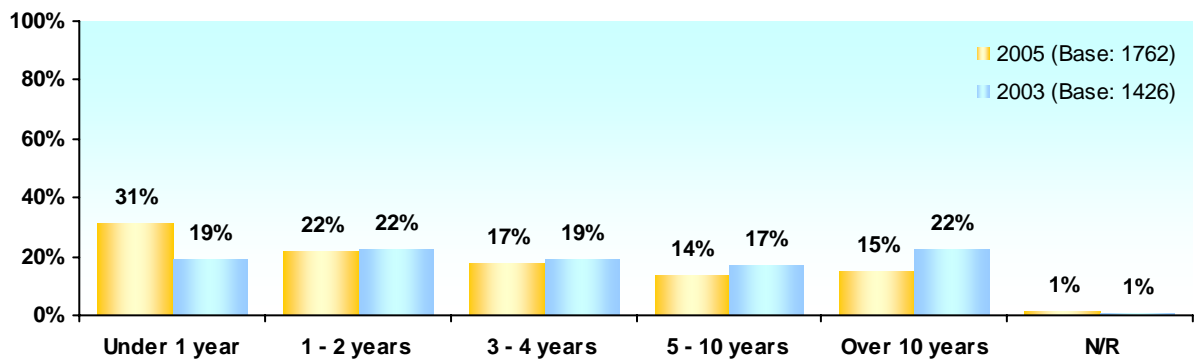


3.1 Demographic information

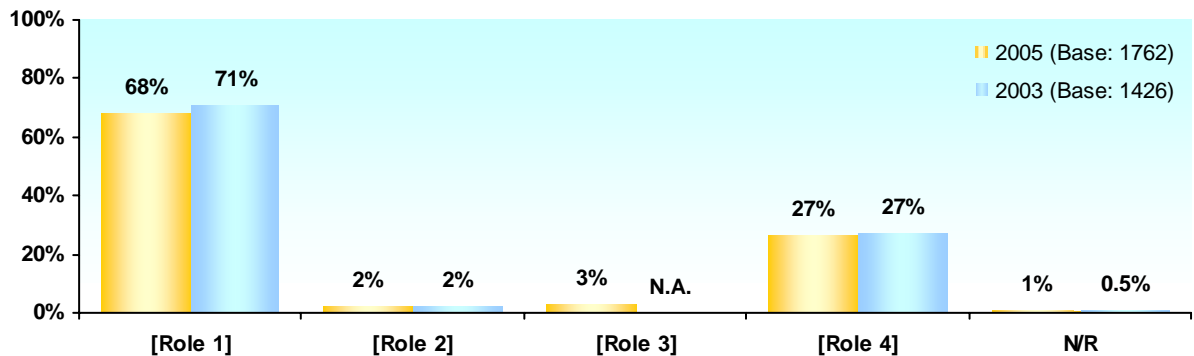
3.1.9 How long have you worked here?



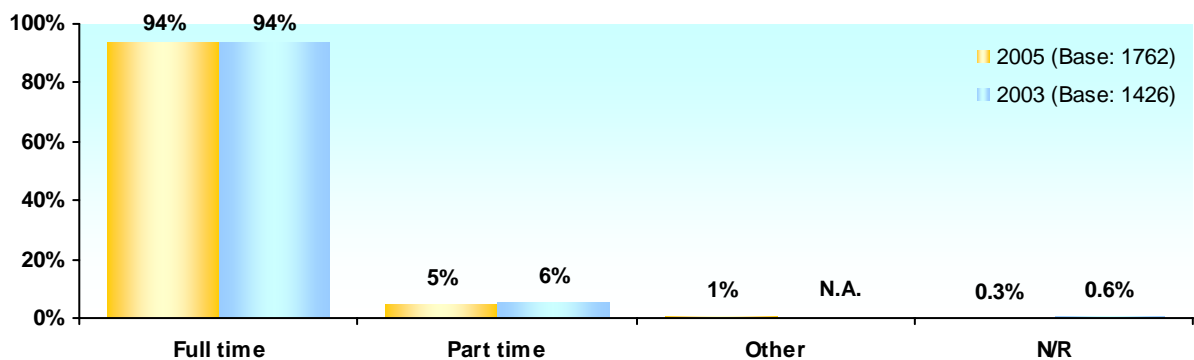
3.1.10 How long have you worked in your current role?



3.1.11 What is your current role?

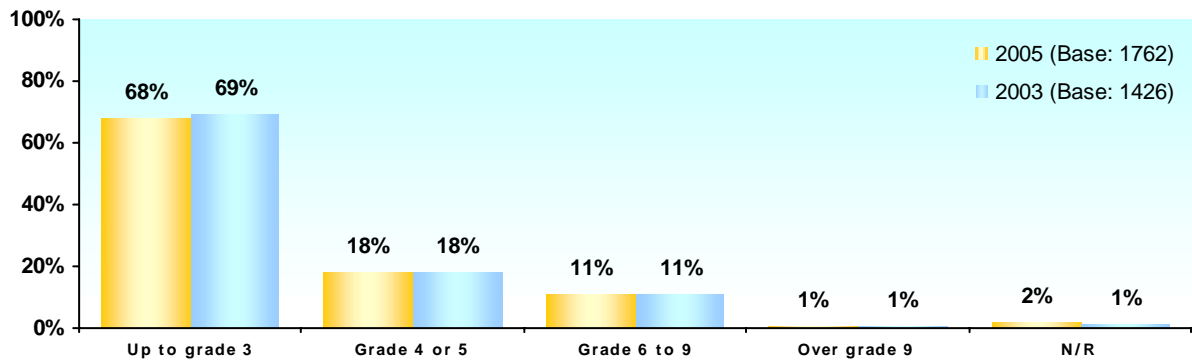


3.1.12 Do you work full time or part time?

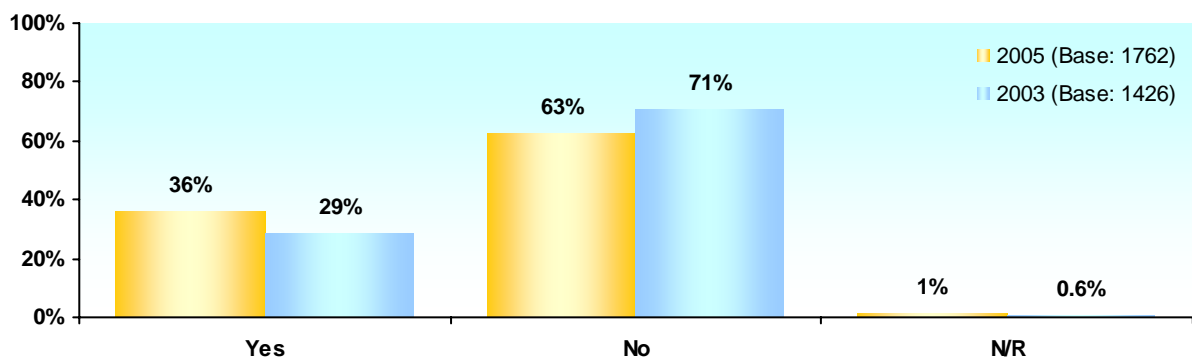


3.1 Demographic information

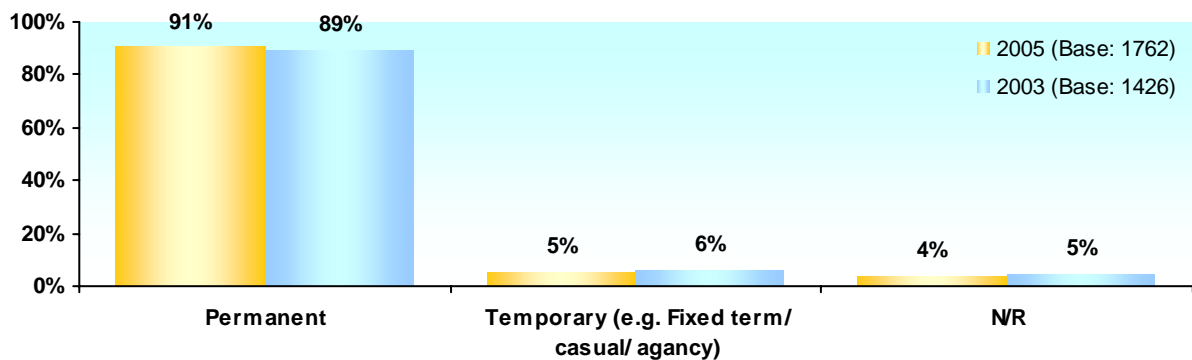
3.1.13 How would you describe yourself?



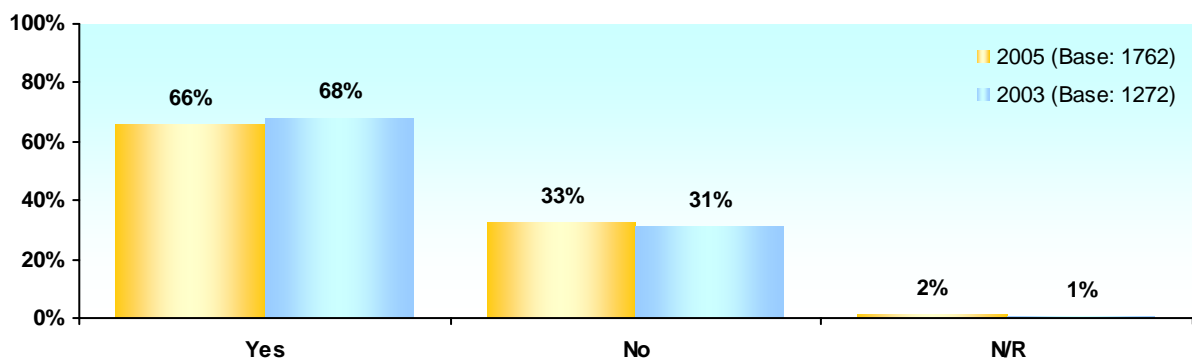
3.1.14 Do you manage people as part of your job?



3.1.15 Is your appointment:



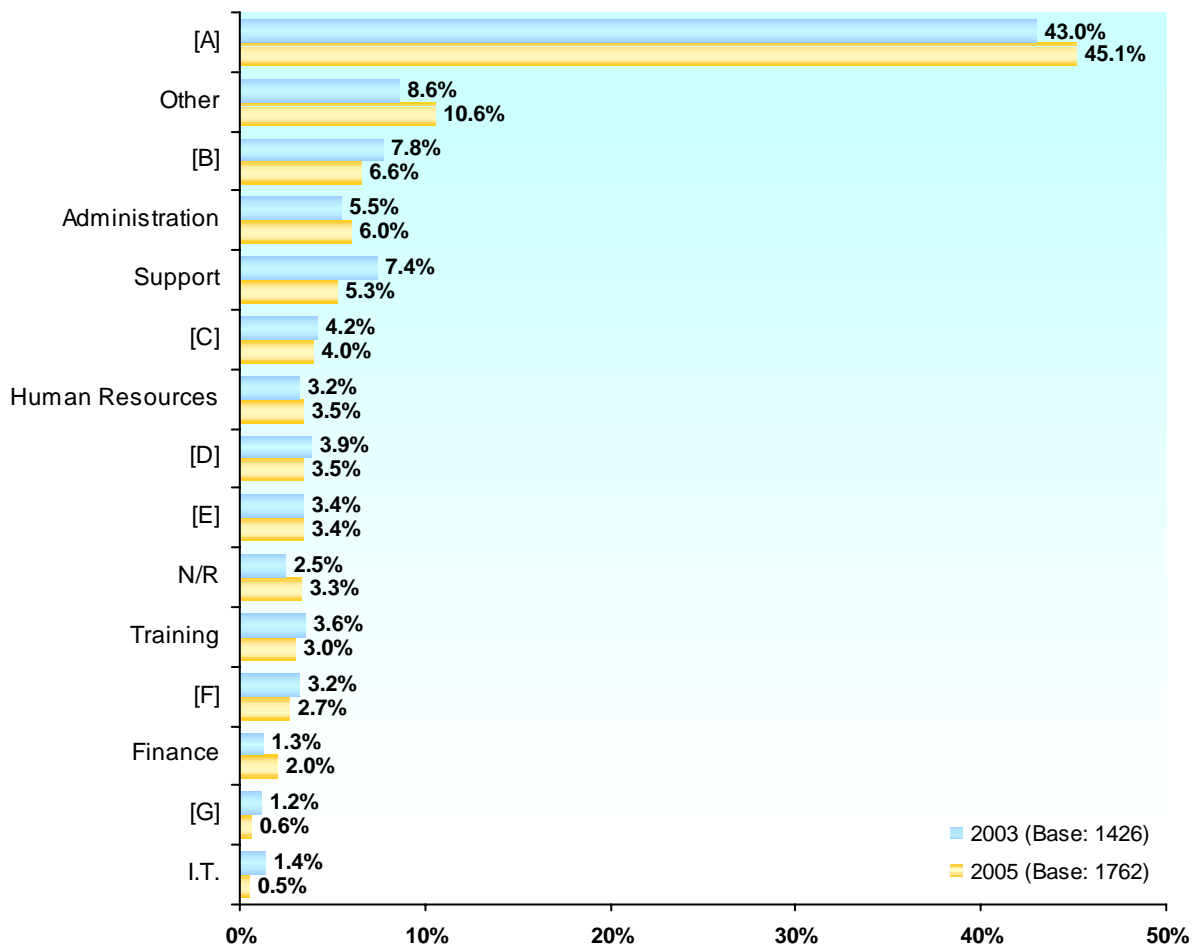
3.1.16 Do you do shift work?



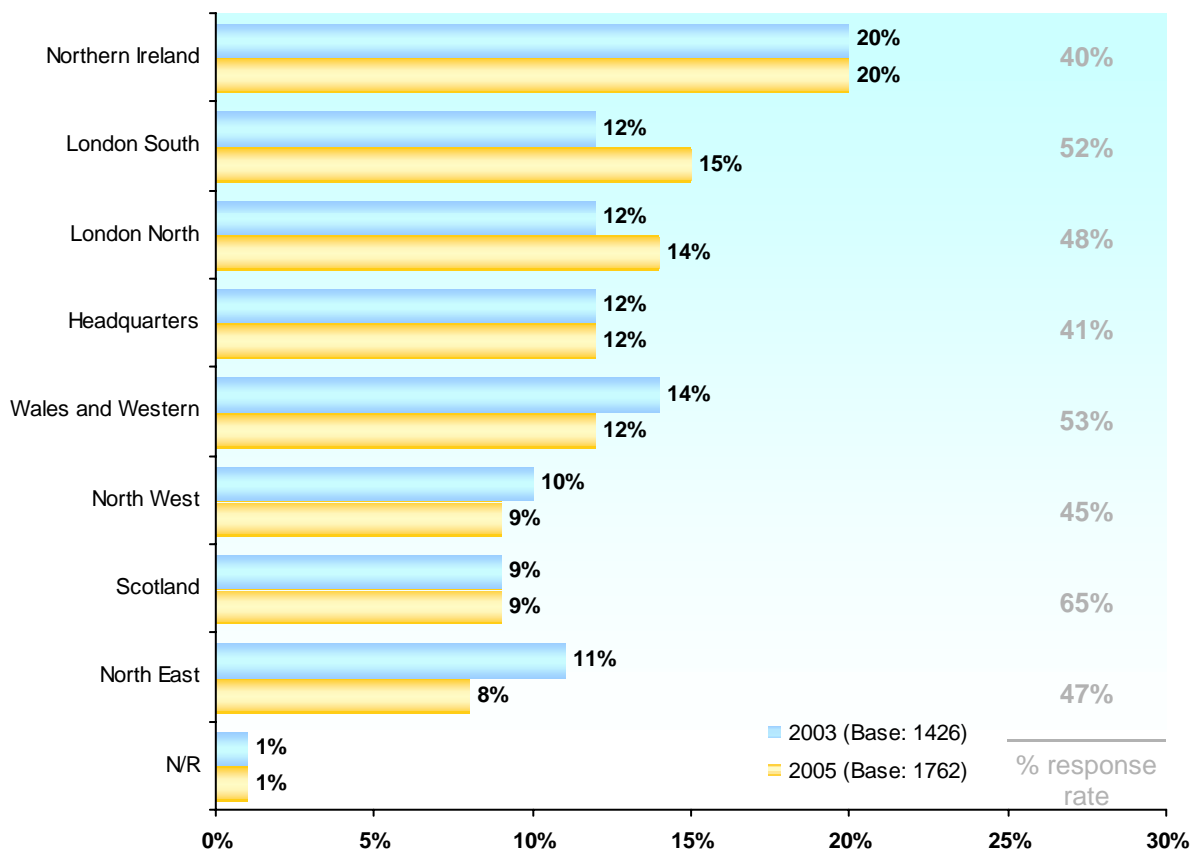
Note: Respondents with a permanent appointment

3.1 Demographic information

3.1.17 Which department do you work in for the greatest proportion of your time?



3.1.18 In which area are you based?

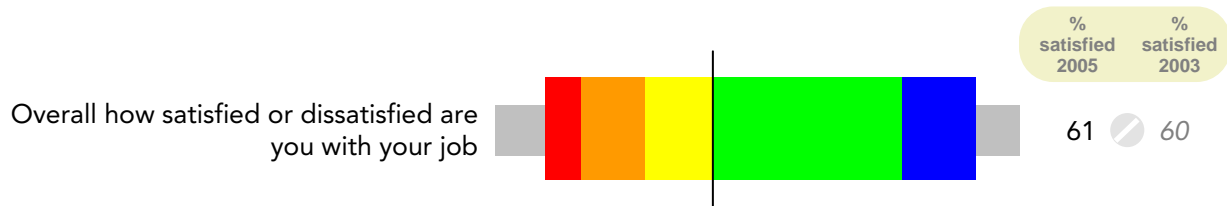


Survey results

3.2 Your job

3.2 Your job

3.2.1 Overall satisfaction with your job



Commentary

The general level of satisfaction with the job that people did had changed little since 2003, with 61% claiming to be satisfied compared to 23% who were dissatisfied. Indeed, the similarity with the previous survey results continued across many of the detailed questions on this topic, although in keeping with the general pattern of the survey results there were also a number of improvements (fig 3.2.2).

Satisfaction with the job itself correlated quite closely with the overall satisfaction with the organisation as whole (p.59). It is therefore unsurprising that the more senior employees (grade 6 and above, 71%) were the most satisfied groups. Those who had been in the same role for 10 years or more (51%) were some of the least satisfied.

Regression analysis revealed that people's answers to three statements in this section were most likely to influence their overall level of job satisfaction, one of which demonstrated significant improvement since 2003:

- "I enjoy the work I do" (74% agreed)
- "I feel valued" (33% v 25% in 2003)
- "I want to be working here in 12 months time" (72%)

The fact that enjoying the work and feeling valued were the two of the key drivers is easy to understand, and at least for the former statement, employees seemed genuinely to enjoy their work. This was helped by the fact that the vast majority understood their role, and how that role fits in with the organisation's wider objectives (over 80% agreed with both statements).

However, only a third felt valued, although this figure did represent a significant improvement on the 2003 results. As in 2003 [group F] felt less valued overall than many of their colleagues (none of this group agreed). In addition, [group E] employees were also less likely to feel valued (15% disagreed). Also consistent with the 2003 results was that [group C] respondents were more likely to feel valued than many other employees (43% compared to 33% overall). This pattern of responses was mirrored when people were asked whether they felt part of the organisation as whole, although in this instance the overall rating was slightly higher (42%).

The evident improvement in people's sense of worth since 2003 was further evidenced by the fact that a greater proportion now also felt that their manager made them feel part of the team (75% v 69% in 2003, p.35) and that there had been a significant increase in the ratings for many of the questions regarding senior management (p.39). However, the proportion of respondents who felt valued remained quite low and for clues as to how this could be addressed, one place to turn might be the overall priorities for the future (p.63).

CONTINUED ON PAGE 19

Notes on the presentation of data

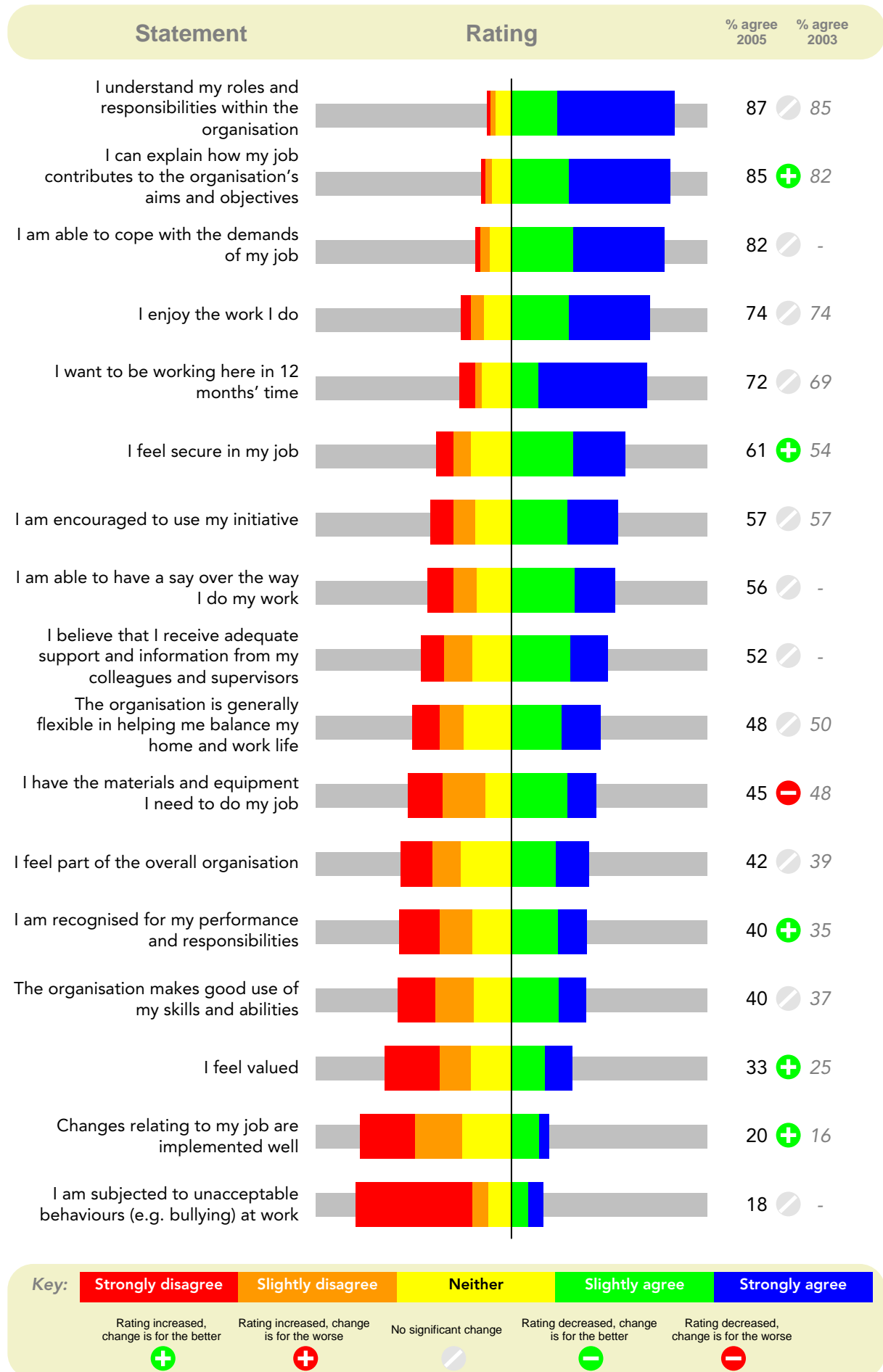
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.2 Your job

3.2.2 Your job - summary



3.2 Your job

3.2.3 Your job - detailed response

| | Percentages | | | | | Further details | | | | |
|--|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| I understand my roles and responsibilities within the organisation | 2 | 3 | 8 | 25 | 63 | 1750 | 0.5 | 0.2 | 99.3 | 1762 |
| I can explain how my job contributes to the organisation's aims and objectives | 2 | 3 | 10 | 31 | 54 | 1741 | 0.8 | 0.4 | 98.8 | 1762 |
| I feel valued | 29 | 17 | 21 | 18 | 15 | 1739 | 0.5 | 0.9 | 98.7 | 1762 |
| I feel part of the overall organisation | 17 | 16 | 26 | 24 | 17 | 1745 | 0.5 | 0.5 | 99 | 1762 |
| I have the materials and equipment I need to do my job | 18 | 23 | 14 | 30 | 15 | 1744 | 0.8 | 0.2 | 99 | 1762 |
| The organisation makes good use of my skills and abilities | 20 | 20 | 20 | 26 | 14 | 1743 | 0.4 | 0.7 | 98.9 | 1762 |
| Changes relating to my job are implemented well | 29 | 26 | 25 | 15 | 5 | 1704 | 0.6 | 2.7 | 96.7 | 1762 |
| I am encouraged to use my initiative | 13 | 12 | 18 | 30 | 27 | 1747 | 0.3 | 0.6 | 99.1 | 1762 |
| I am able to have a say over the way I do my work | 14 | 13 | 18 | 34 | 22 | 1733 | 0.4 | 1.2 | 98.4 | 1762 |
| I am recognised for my performance and responsibilities | 22 | 18 | 20 | 25 | 15 | 1728 | 0.5 | 1.5 | 98.1 | 1762 |
| I believe that I receive adequate support and information from my colleagues and supervisors | 13 | 15 | 20 | 32 | 20 | 1742 | 0.5 | 0.6 | 98.9 | 1762 |
| I feel secure in my job | 9 | 9 | 21 | 33 | 27 | 1737 | 0.4 | 1 | 98.6 | 1762 |
| I enjoy the work I do | 5 | 7 | 14 | 31 | 43 | 1740 | 0.8 | 0.5 | 98.8 | 1762 |
| I am able to cope with the demands of my job | 2 | 5 | 11 | 34 | 48 | 1740 | 0.6 | 0.6 | 98.8 | 1762 |
| I am subjected to unacceptable behaviours (e.g. bullying) at work | 62 | 9 | 12 | 10 | 8 | 1707 | 1.2 | 1.9 | 96.9 | 1762 |
| The organisation is generally flexible in helping me balance my home and work life | 14 | 13 | 25 | 27 | 20 | 1708 | 0.6 | 2.4 | 96.9 | 1762 |
| I want to be working here in 12 months' time | 9 | 3 | 16 | 15 | 58 | 1647 | 0.5 | 6 | 93.5 | 1762 |

3.2 Your job

CONTINUED FROM PAGE 16

Indeed, the second highest priority amongst employees as a whole was for “The organisation to make better use of the skills that staff bring with them to the organisation”, particularly for temporary staff (p.64). This was a similarly high priority in 2003, and it is also reflected by the fact that only 40% of the sample felt that their skills and abilities were currently used well. Exactly the same proportion felt that they were recognised for their performance and responsibilities, although in this instance it was an improvement on the 2003 results (40% v 35%).

Matters were helped by the fact that more employees felt secure in their job than had been the case in 2003 (61% compared to 54%). The only departments that differed significantly from the norm were IT (13%), [group F] (27%) and HR (43%).

The work life balance was one of the main themes to emerge from the 2003 survey results and it is yet again an important issue for a number of respondents, although not to the same extent as in the previous survey. Indeed, “do more to help us balance our working and personal lives” was the clear top priority for improvement in 2003 yet was ranked only in seventh place in 2005 (albeit behind some ideas that were not present in the 2003 questionnaire, p.62-63). The work/life balance was quite understandably a higher priority for employees with babies or young children, as well as respondents who worked shifts (p.67).

In all, around half of the sample were generally positive about their ability to balance their home and work life lives (48%), with a similar proportion (56%) feeling that they had some say over the way that they did their work – a further common stress indicator. The latter was rated significantly lower by [role 1] (44% and [role 2] staff (37%).

However, the evidence suggests that many respondents still believe that the organisation’s procedures for dealing with stress and allowing flexibility for carers need more work before they are effective (52% and 31% respectively disagreed that the procedures were effective, p.29-30). Positively though, the vast majority of the sample were still able to say that they felt able to cope with the demands of their job (82%), although in this instance HR staff (74%) were less positive.

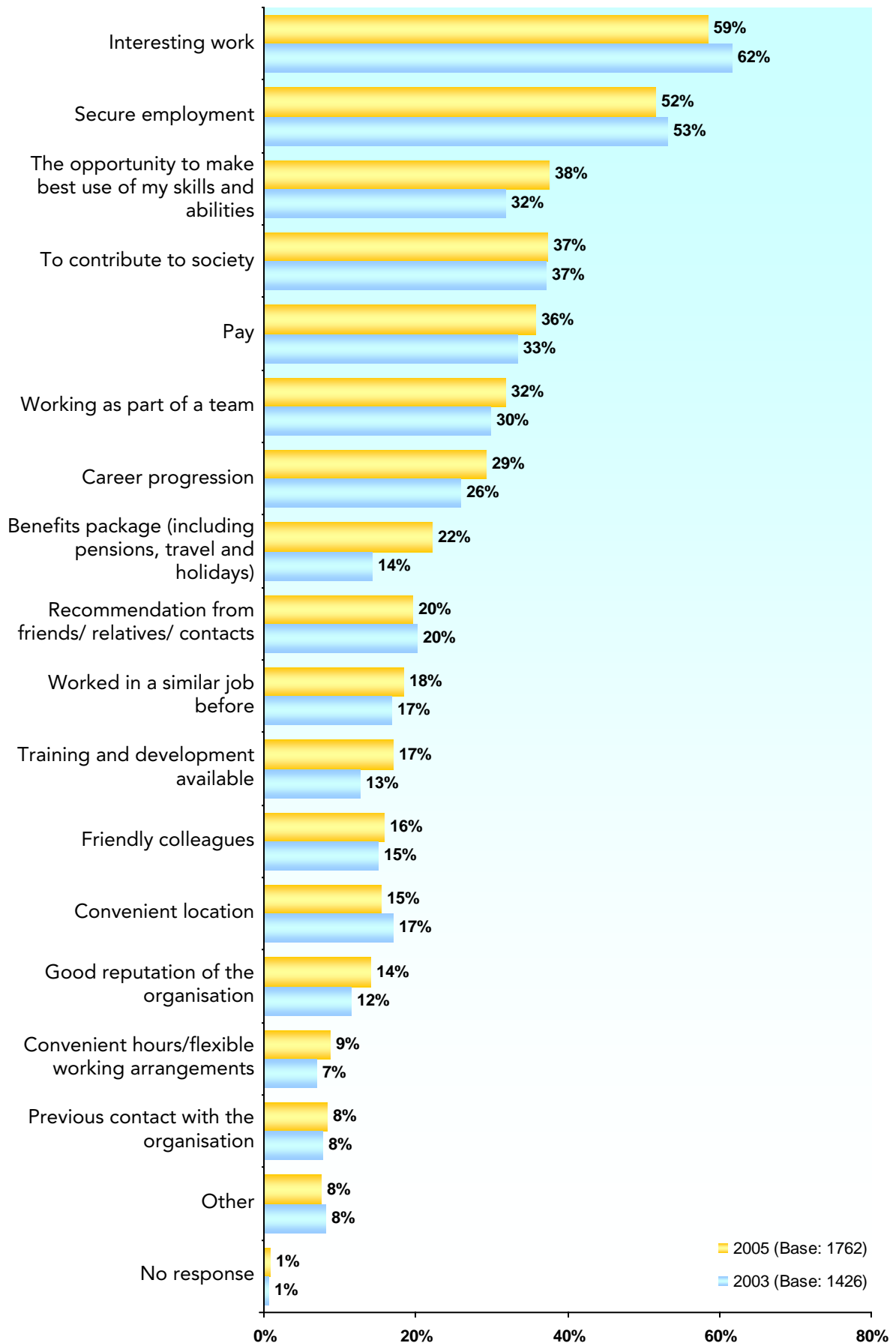
It is interesting that the only significant reduction in the level of agreement to any of the statements in this section of the questionnaire was in relation to “I have the materials and equipment I need to do my job”. This rating was slightly (albeit significantly) lower for [role 1] (41%), but within that group the effect was even more marked amongst [role 3] (32%). Again, the priorities for the future elsewhere in the survey results give further insight into why this rating may have decreased. The primary component may well be IT, as improvements in the IT infrastructure were the third highest priority for the future (p.63). The issue of IT was significantly more important for a number of groups, including [role 2], but also covering employees on managerial or supervisory grades. In particular, it was the dominant priority for senior management (p.65).

Improving the IT might also help employees to contend with the problem of paperwork, as tackling bureaucratic inefficiencies was almost as high a priority as dealing with IT issues (p.63). Again, this was a particularly pressing issue for [role 3] (p.65).

Finally, it is unfortunate to note that almost one in five respondent said that they had been subjected to some degree of unacceptable behaviour at work (18%), a topic that is explored in more depth in section 3.4 (p.31).

3.2 Your job

3.2.4 Why did you first join the organisation?

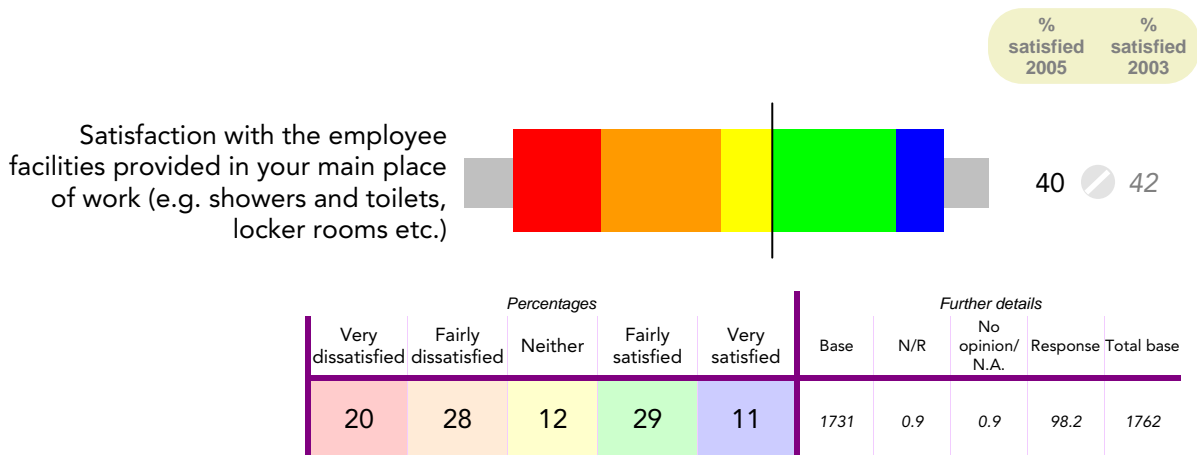


Survey results

3.3 Physical environment

3.3 Physical environment

3.3.1 Satisfaction with employee facilities provided



Commentary

Employee's assessments of the facilities provided for them remained the same as it had been in 2003, with only 40% expressing their satisfaction compared to almost half (48%) who were dissatisfied. Similarly, the physical fabric of the buildings was once again the prime reason given for this level of dissatisfaction (fig 3.3.2).

It therefore follows that there would be a geographic component to this set of results, which would depend very much on the relative age and suitability of the main buildings across the different regions. Indeed, the four groups with the lowest ratings were HQ, Scotland, North East and London North where satisfaction was only 30% or lower. This compared to the North West and Wales and Western where over half of the respondents were satisfied.

It is also true that [role 1] and [role 2] have slightly different requirements for facilities, reflected in the small but statistically significant difference between the two groups on this rating (43% satisfied [role 2], 38% [role 1]).

These results did not, however, vary significantly by ethnicity. Furthermore, female employees were actually more satisfied with the facilities than their male colleagues (44% v 39%). In fact, the demographic sub group most likely to be dissatisfied were those respondents with a disability (57% dissatisfied, 33% satisfied).

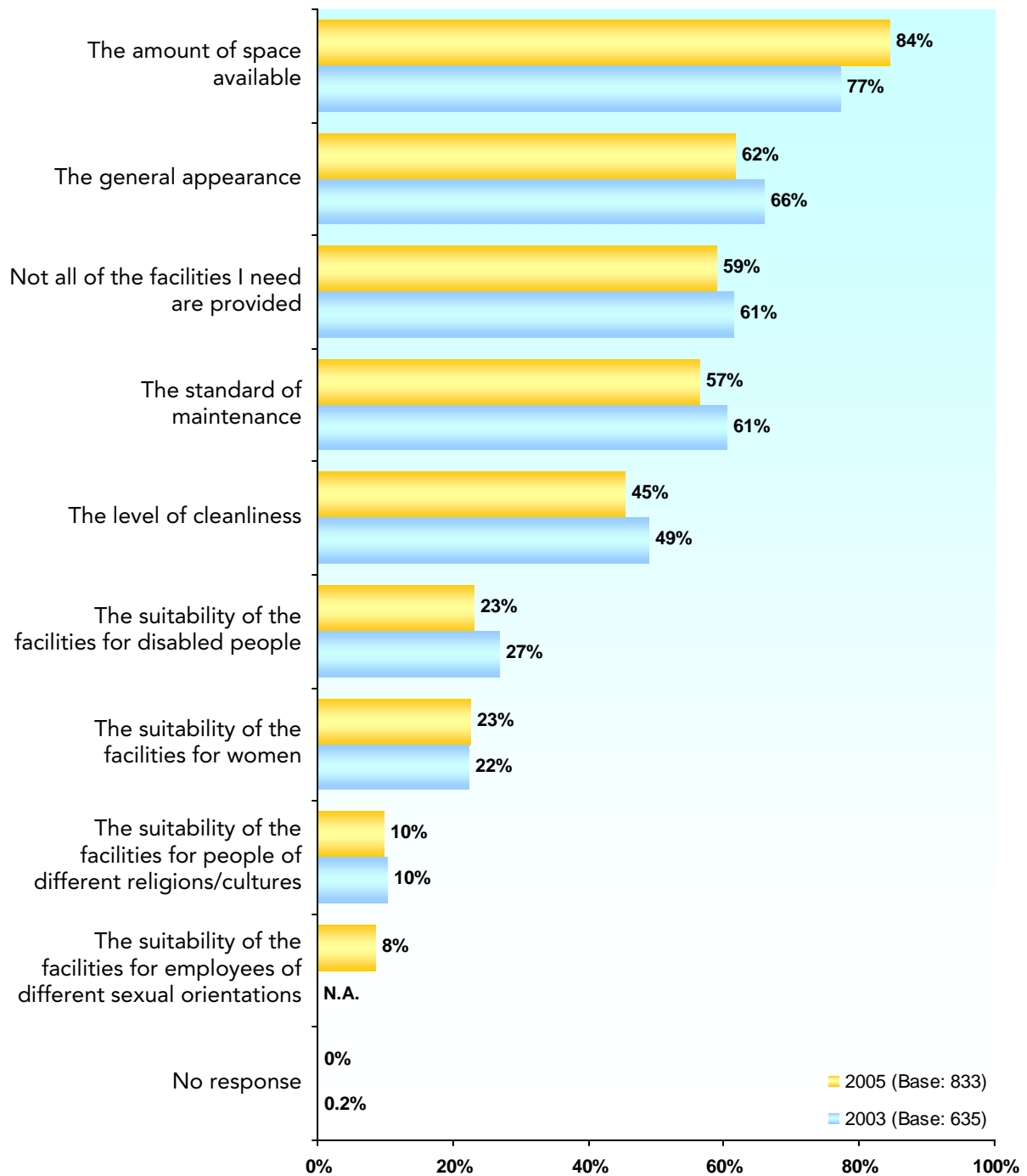
As was the case in 2003, a considerable proportion of those who said they were dissatisfied because of the suitability of facilities for particular types of employees were themselves able bodied white males. For example, as before, a large proportion of those who were dissatisfied with the facilities for women were actually men (40%).

If the results are considered only by gender, ethnicity, disability or sexuality then the results are as follows:

- 19% of employees with a disability, long term illness or infirmity were dissatisfied with the suitability of facilities for disabled people (34% of all those in some way dissatisfied)
- 23% of female employees were dissatisfied with the suitability of facilities for women (53% of all those in some way dissatisfied)
- 11% of employees from an ethnic minority were dissatisfied with the suitability of facilities for people of different religions/cultures (23% of all those in some way dissatisfied)
- 7% of gay, lesbian or bisexual employees were dissatisfied with the suitability of facilities for people of different sexual orientations (15% of all those in some way dissatisfied)

3.3 Physical environment

3.3.2 Why are you dissatisfied with the employee facilities?



Note: Respondents who are dissatisfied with the staff facilities. Respondents could give more than one answer.

This page is intentionally left blank

Survey results

3.4 Workplace culture

3.4 Workplace culture

3.4.1 Satisfaction with the workplace culture



Commentary

The general pattern of the survey results was for there to have been general improvements across the board since 2003. Nevertheless, the greatest improvement observed in any of the overall satisfaction rating was in employee's perception of the workplace culture (53% satisfied v 41% in 2003, p.59). Two areas gave a lower overall rating in 2003, but this time around the two diverged in opposite directions. Unfortunately, this rating had deteriorated since 2003 for employees in Scotland (26% satisfied v 29% in 2003), whilst in HQ satisfaction had risen from 29% to 52%. On a further positive note, over 60% of employees in London South, Wales & Western and the North West area claimed to be satisfied.

There were, of course, many factors influencing people's working environment, chief amongst these was probably the extent to which people felt they were able to work as a team. In this instance respondents were very positive, with over 70% feeling they worked well in their own area as well as with other departments (although information sharing between departments was rated somewhat lower, see p.51).

The two groups for whom intra-area and inter-departmental team working were rated significantly lower were respondents in Scotland (57% and 54% agreed respectively) and HR staff (63% and 62%). In contrast, [role 3], and respondents in London South were more positive (84%/83% and 83/79% respectively).

This is not to say that there were not any inter-departmental problems. Indeed, in addition to the aforementioned communication issues, a third of the sample (32%) remained dissatisfied with the way any tensions between departments were addressed (compared to 38% in 2003).

One of the reasons why satisfaction with workplace culture was not higher was that relatively few employees agreed either that the client recognises good performance (35% agreed), or that it deals effectively with poor performance (20% agreed). However, on both of these measures the score had improved significantly since 2003, which would suggest that further improvements in the future would help to move the overall satisfaction rating higher again. However, the results for both of the statements at the bottom of the graph opposite were entirely consistent with similar surveys PRL have conducted in other organisations, therefore it would be a considerable challenge for the client to improve them further in the future.

One technique that could be used to improve the culture was included in the list for respondents to prioritise, but "greater movement/attachment opportunities for all staff in order to promote a healthy culture" was neither towards the top or the bottom of the list (p.63). However, it is interesting that amongst two of the minority groups this idea was more popular: BEM employees and those who were gay, lesbian or bisexual.

Notes on the presentation of data

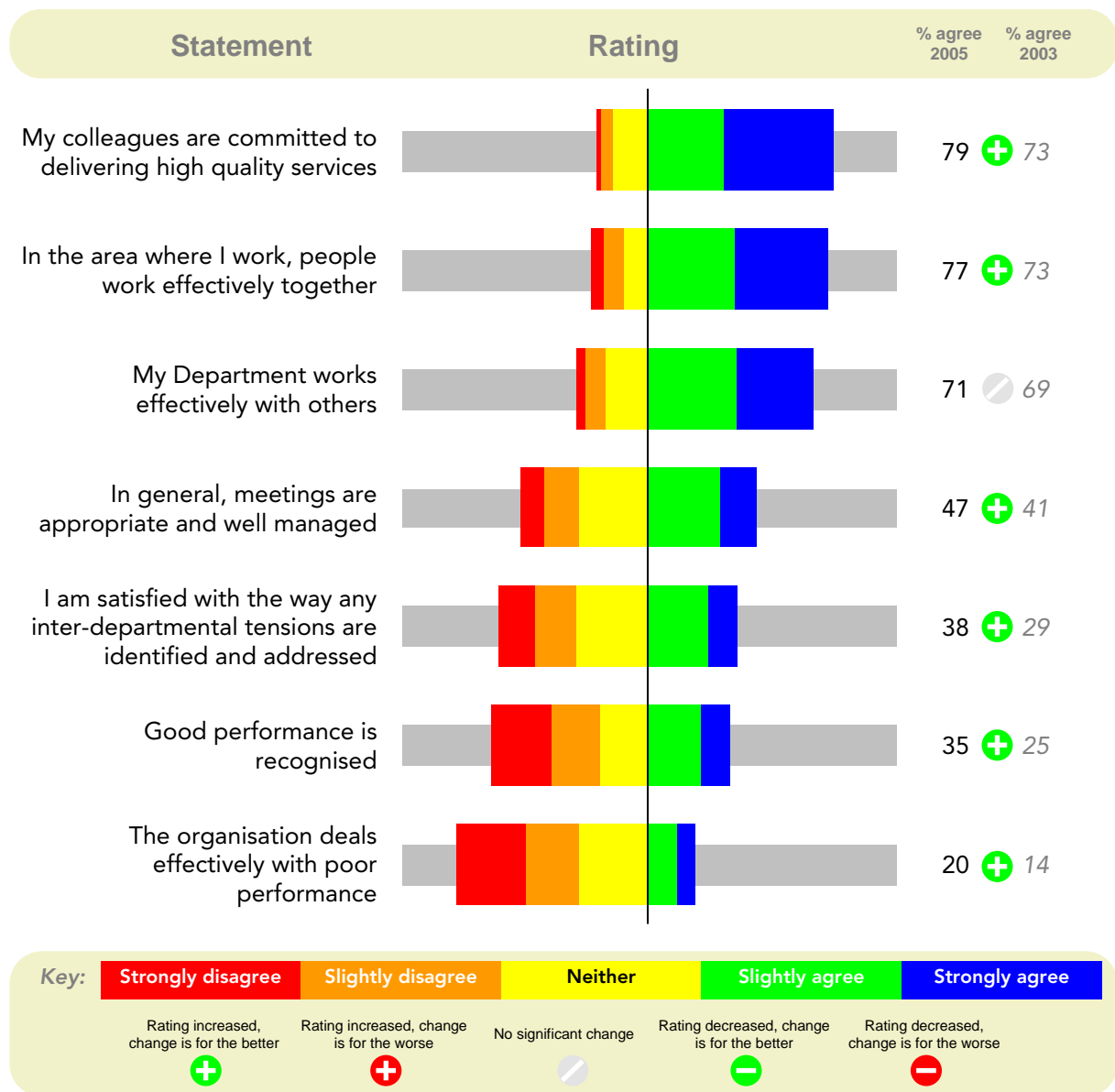
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.4 Workplace culture

3.4.2 Workplace culture - summary



3.4 Workplace culture

Commentary

It was felt important in 2005 to expand the number of questions on the topic of equality and diversity to determine how these topics influence the overall perception of workplace culture. Indeed, this approach was justified by the fact that regression analysis revealed that the perceived commitment to equal opportunities and procedures for addressing bullying and stress were both linked with the overall satisfaction rating.

Accordingly, the proportion of employees who felt that the client was committed to equal opportunities for all employees, and who felt that both management and staff recognised diversity as an asset had significantly improved to at least 50% in all cases. This of course mirrored the increase in overall satisfaction with the workplace culture (p.26).

The commitment to equal opportunities was recognised most clearly by younger employees (61% of the under 30s), as well as recent new employees (79% employed under 1 year) and employees from ethnic minorities (60% agreed). However, the figure was significantly lower for those employees with a disability (40% agreed), as well as those who had suffered harassment or bullying (35%). Interestingly, this rating was also lower for [role 3] (40%). Whether or not respondents had participated in diversity training seemed to have little effect on these ratings, although it may have had an indirect effect considering that it was effective amongst many employees in raising their awareness of diversity issues (p.48).

It is important to remember though, that the dominant equality issue exercising the minds of many people when they were asked to consider how to improve the organisation in the future was "do more to ensure that staff are treated and valued equally" (p.63). [Role 2] were also more likely than their other colleagues to prioritise changes that would achieve "more consistency between all employees regarding their benefits, pay and conditions". In this instance it was also interesting to note that gay and lesbian employees made this issue their fourth highest priority (p.70).

In contrast to the level of interest in the way staff are treated, two explicit references to diversity were ranked low in the list of overall priorities:

- "Positive action in recruiting to reflect the society we live in and all sections of it"
- "To be more focused on diversity issues for female, black or minority ethnic and disabled employees"

Whilst it necessary to remember that a low ranking in the list of priorities does not in any way indicate hostility to an idea, it is clear that these issues were not foremost in the thinking of most employees. Indeed, neither appeared in the top half of the priority list for any minority groups (p.75)

When asked to comment on specifics regarding the recruitment and retention of female and black or minority ethnic employees, around three quarters of the sample felt able to express an opinion (table 3.4.8, p.32). Amongst these respondents, around half felt that enough was being done to recruit and develop such employees, with the remainder giving a equivocal response that ensured only a small proportion actively disagreed (around 10%-15%).

The two groups directly affected were, for the most part, no more likely to feel that more needed

CONTINUED ON PAGE 30

Notes on the presentation of data

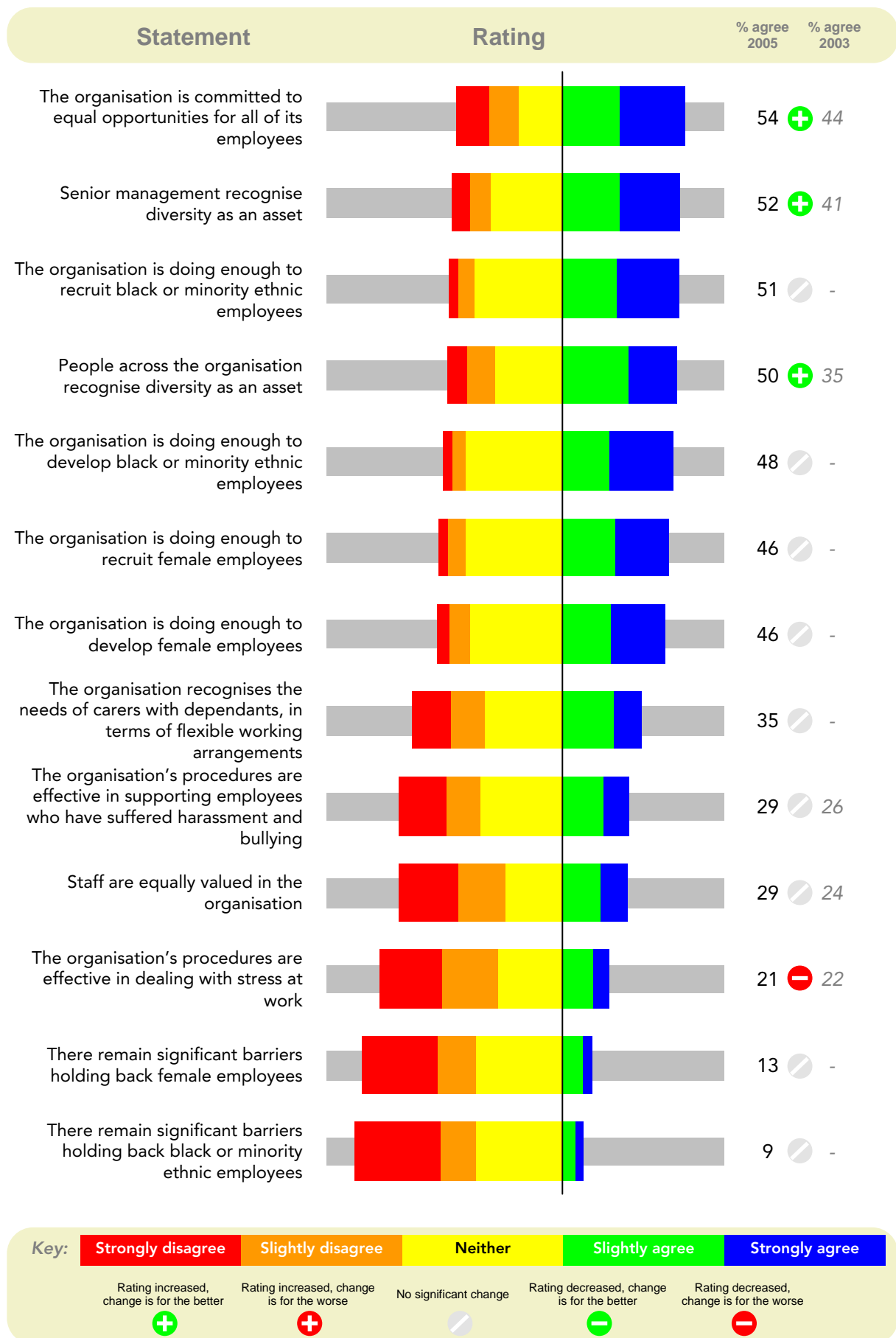
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.4 Workplace culture

3.4.3 Workplace culture - summary



3.4 Workplace culture

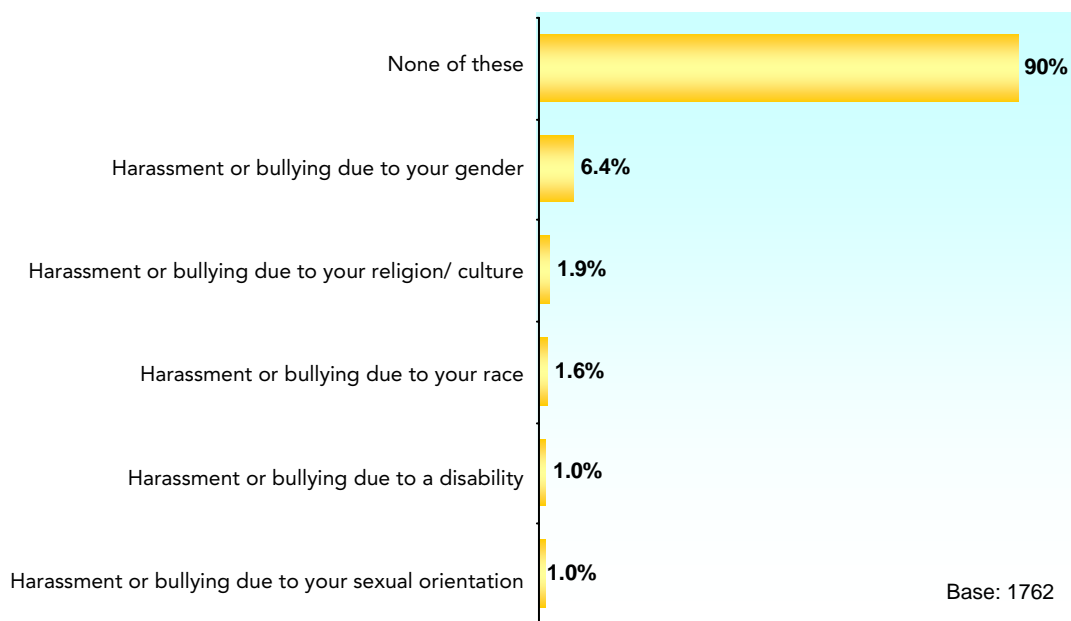
CONTINUED FROM PAGE 28

to be done than their other colleagues. Respondents from black or minority ethnic groups were consistent across both of the relevant questions regarding recruitment and development; however, female employees were less likely to agree that the organisation was doing enough to develop them (37% agreed compared to 50% of males).

Approaching these issues from a slightly different angle, around one in ten respondents believed that there were still significant barriers holding back both female employees (13%) and employees from black or minority ethnic groups (9%). When taking into account the whole sample even if they expressed no opinion on this topic, the proportions become 10% and 7% respectively. Similarly, when taking into account non-respondents, 21% of female employees felt that there were still barriers holding them back, whilst similar barriers were adjudged to be in place by 17% of black or minority ethnic employees.

Finally in this section of the results, it is unfortunate to note that the only significantly lower rating when compared to the results from 2003 was regarding the effectiveness of the procedures for dealing with stress at work. Only 21% of those who commented felt that these were currently effective, but the main change since 2003 was that now 52% disagreed with this statement compared to 46% before. Although the majority of the sample still felt able to cope with the demands of their job (p.17), this issue is nonetheless one that the client may wish to explore in more detail. Indeed, one aspect of stress is its effect on work/life balance that was a major theme in 2003, and still remained important this time. Accordingly, it is also of interest to note that only 35% of respondents believed that the client recognises the needs of carers (31% disagreed). Amongst carers themselves the agreement level was slightly lower (32%), but not as low as that given by respondents from Northern Ireland (23%) and Scotland (20%).

3.4.4 Have you personally experienced any of the following during your time here?



Note: Respondents could give more than one answer

3.4 Workplace culture

3.4.5 Did you report the bullying/harassment?

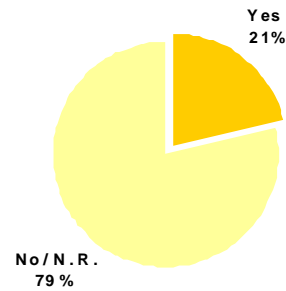
Base: 170



Note: Respondents who suffered bullying or harassment

3.4.6 Did you feel the organisation was supportive?

Base: 72



Note: Respondents who reported bullying or harassment



Commentary

Almost one in five employees (18%) claimed to have suffered unacceptable behaviour at work (p.17), but only one in ten said that they had actually been bullied or harassed (10%). The effect that inappropriate behaviour had on people's general perception of their working climate was clearly demonstrated by the fact that significantly fewer employees who had ever suffered bullying or harassment were satisfied overall (35% compared to 56%, p.59). The areas where this figure was highest were:

- Scotland (14%)
- Headquarters (12%)

When considered by department, the most frequently cited instances of bullying or harassment were in:

- Training (19%)
- Administration (12%)
- HR (12%)

Other departments or areas were either around or below the overall figure, although some details have been omitted due to the fact that some of the results might potentially identify individuals.

A little under half of those who had experienced harassment or bullying had reported it (42%). It would obviously be preferable for this figure to rise; however, the results suggest that the response to such reports could also be improved. This was because only 21% of those who reported bullying or harassment thought that the organisation was supportive of employees in their position.

The most frequently cited causes for bullying or harassment were gender, religion/culture and race (6.4%, 1.9% and 1.6% of the sample respectively). Interestingly, over one in four of the former group were males (28%), but it nevertheless remained the case that 17% of female employees claimed to have been bullied or harassed due to their gender. Similarly, 71% who reported discrimination due to their religion, race or culture described themselves as white, although in this case it meant that the remainder represented only 11% of all black and minority ethnic employees.

When taken as a proportion of those in the entire population, just over one in ten people with a disability or who were gay/lesbian or bisexual said that they had been bullied or harassed due to who they were (both 13%).

In the limited number of surveys across other organisations where PRL have asked similar questions, it has been typical for 10-15% of respondents to say that they have been bullied or harassed. Even though the client seems consistent with this norm, it is appropriate to consider what more could be done. One change would be to improve the procedures for supporting employees who have suffered harassment or bullying as currently only 29% of those commented felt that they were effective (35% felt that they were definitely ineffective, p.29). Unsurprisingly, this rating was even lower amongst those who had already suffered such a problem (13% agreed).

3.4 Workplace culture

3.4.7 Workplace culture - detailed response

| | Percentages | | | | | Further details | | | | |
|--|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| In the area where I work, people work effectively together | 5 | 9 | 10 | 37 | 39 | 1731 | 0.6 | 1.1 | 98.2 | 1762 |
| My Department works effectively with others | 4 | 9 | 17 | 38 | 33 | 1714 | 0.5 | 2.2 | 97.3 | 1762 |
| I am satisfied with the way any inter-departmental tensions are identified and addressed | 15 | 17 | 30 | 26 | 12 | 1629 | 0.9 | 6.7 | 92.5 | 1762 |
| My colleagues are committed to delivering high quality services | 2 | 5 | 14 | 32 | 46 | 1729 | 0.4 | 1.5 | 98.1 | 1762 |
| In general, meetings are appropriate and well managed | 10 | 14 | 29 | 31 | 16 | 1583 | 0.7 | 9.4 | 89.8 | 1762 |
| Good performance is recognised | 25 | 21 | 20 | 23 | 12 | 1695 | 0.6 | 3.2 | 96.2 | 1762 |
| The organisation deals effectively with poor performance | 29 | 22 | 29 | 13 | 8 | 1610 | 0.7 | 7.9 | 91.4 | 1762 |

3.4.8 Workplace culture - detailed response

| | Percentages | | | | | Further details | | | | |
|---|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| The organisation is committed to equal opportunities for all of its employees | 14 | 13 | 19 | 25 | 29 | 1693 | 0.5 | 3.5 | 96.1 | 1762 |
| People across the organisation recognise diversity as an asset | 8 | 13 | 29 | 30 | 21 | 1664 | 0.5 | 5.1 | 94.4 | 1762 |
| Senior management recognise diversity as an asset | 8 | 9 | 31 | 25 | 27 | 1578 | 0.9 | 9.5 | 89.6 | 1762 |
| The organisation is doing enough to recruit female employees | 4 | 8 | 42 | 24 | 23 | 1356 | 0.8 | 22.2 | 77 | 1762 |
| The organisation is are doing enough to develop female employees | 5 | 9 | 40 | 22 | 24 | 1381 | 0.7 | 20.9 | 78.4 | 1762 |
| Within the organisation there remain significant barriers holding back female employees | 33 | 17 | 38 | 9 | 4 | 1362 | 0.6 | 22.1 | 77.3 | 1762 |
| The organisation is doing enough to recruit black or minority ethnic employees | 4 | 7 | 38 | 24 | 27 | 1345 | 0.8 | 22.9 | 76.3 | 1762 |
| The organisation is doing enough to develop black or minority ethnic employees | 4 | 6 | 42 | 21 | 28 | 1312 | 0.7 | 24.8 | 74.5 | 1762 |
| Within the organisation there remain significant barriers holding back black or minority ethnic employees | 37 | 16 | 37 | 6 | 3 | 1327 | 0.9 | 23.8 | 75.3 | 1762 |
| The organisation's procedures are effective in supporting employees who have suffered harassment and bullying | 20 | 15 | 36 | 18 | 11 | 1356 | 0.6 | 22.4 | 77 | 1762 |
| The organisation's procedures are effective in dealing with stress at work | 27 | 25 | 28 | 14 | 7 | 1475 | 0.5 | 15.8 | 83.7 | 1762 |
| The organisation recognises the needs of carers with dependants, in terms of flexible working arrangements | 17 | 14 | 34 | 23 | 12 | 1368 | 0.6 | 21.8 | 77.6 | 1762 |
| Staff are equally valued in the organisation | 26 | 20 | 25 | 17 | 12 | 1612 | 0.5 | 8.1 | 91.5 | 1762 |

Survey results

3.5 Your manager

3.5 Your manager

3.5.1 Satisfaction with your immediate manager



Commentary

Employees were generally consistent in their opinion of their immediate managers; 73% were satisfied with them overall which included 38% who were very satisfied (p.60). This consistency is evident in the chart opposite, wherein most of the individual aspects of managers' performance follow a very similar pattern. In addition, there had been a welcome increase in this rating in comparison to the result from 2003 by a statistically significant six percentage points.

The significant increase in the overall rating carried over in to the detailed statements in this section, with five out of the ten questions carried over from 2003 showing a significant improvement. In particular, these seemed to be focused on an improved level of clarity about performance, with a resultant increase in the feeling amongst most employees that they were made to feel part of the team.

As in 2003, there were relatively few differences in these results by sub-group, partially because the ratings given by the majority of the sample were generally positive. Indeed, there were no differences of note in the overall satisfaction rating, and only a few in the detailed results for this section.

The differences that were most noticeable were actually concerned with those statements that had increased overall since 2003. In particular, it would seem that employees in the Human Resources and Training departments were less likely to feel that there was clarity in the setting of objectives (56% and 54% agreed respectively), or in the subsequent feedback on performance (43%/47%).

It also seemed that employees on higher grades (grades 6-9) were less likely to feel trusted by their own manager, although the rating of 76% was only six percentage points lower than average.

Unsurprisingly, those respondents who had suffered from harassment or bullying were also less likely to agree that their manager offered them good help and support (59% agreed, for more on this topic see p.31).

It is encouraging to see, in light of the importance given to work/life balance in the 2003 survey, that significantly more respondents now felt that their manager discouraged them from working unnecessarily long hours (45% agreed compared to 34% previously). However, this remained the lowest rated item in the graph opposite, which reflects the fact that work/life balance remained one of the more important priorities for the future amongst the sample as a whole (p.63). This was a particular priority for employees with babies or young children and respondents who worked shifts (p.67). Unsurprisingly then, these groups were also significantly less likely to say that their manager discouraged long hours (37%, 39% and 42% agreed respectively). However, the one department where this rating was lowest was [group 3] (32%). In addition, employees on higher grades were less positive in this regard - 36% of those on grades 6-9 agreed, a figure that was even lower for senior managers (20%).

Notes on the presentation of data

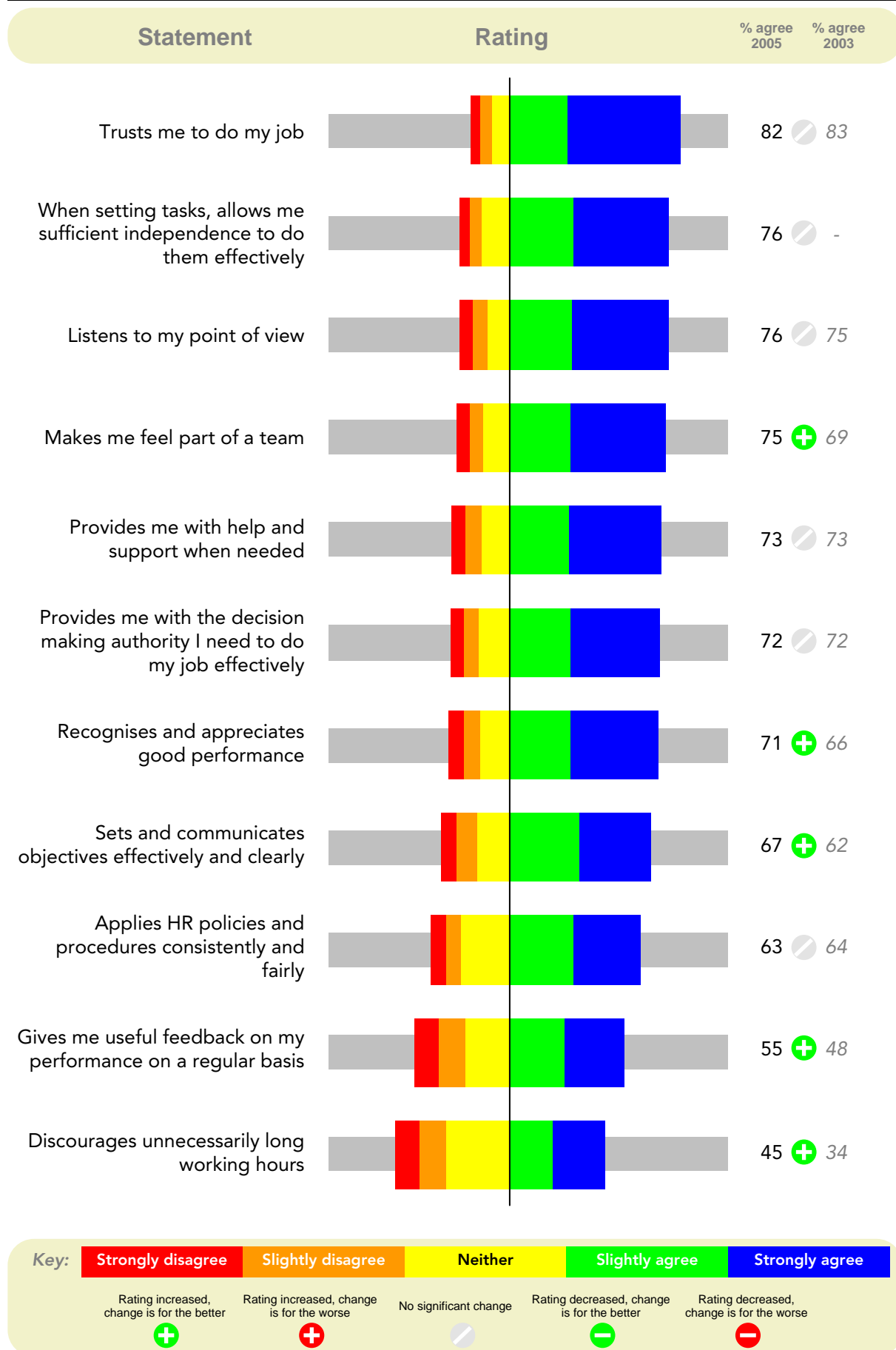
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.5 Your manager

3.5.2 Your manager - summary



3.5 Your manager

3.5.3 Your manager - detailed response

| | Percentages | | | | | Further details | | | | |
|--|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| Sets and communicates objectives effectively and clearly | 7 | 10 | 16 | 33 | 34 | 1717 | 0.9 | 1.7 | 97.4 | 1762 |
| Trusts me to do my job | 4 | 6 | 9 | 28 | 54 | 1719 | 0.5 | 1.9 | 97.6 | 1762 |
| Applies HR policies and procedures consistently and fairly | 7 | 7 | 23 | 31 | 32 | 1641 | 0.9 | 6.0 | 93.1 | 1762 |
| Makes me feel part of a team | 6 | 7 | 13 | 29 | 45 | 1727 | 0.4 | 1.6 | 98.0 | 1762 |
| Listens to my point of view | 6 | 7 | 11 | 30 | 46 | 1727 | 0.3 | 1.7 | 98.0 | 1762 |
| Provides me with the decision making authority I need to do my job effectively | 7 | 7 | 15 | 29 | 42 | 1720 | 0.6 | 1.8 | 97.6 | 1762 |
| When setting tasks, allows me sufficient independence to do them effectively | 5 | 6 | 14 | 31 | 46 | 1714 | 0.6 | 2.1 | 97.3 | 1762 |
| Provides me with help and support when needed | 6 | 8 | 14 | 28 | 44 | 1723 | 0.5 | 1.7 | 97.8 | 1762 |
| Recognises and appreciates good performance | 8 | 8 | 14 | 29 | 42 | 1717 | 0.4 | 2.2 | 97.4 | 1762 |
| Gives me useful feedback on my performance on a regular basis | 12 | 13 | 21 | 26 | 29 | 1697 | 0.5 | 3.2 | 96.3 | 1762 |
| Discourages unnecessarily long working hours | 12 | 12 | 31 | 21 | 25 | 1659 | 0.4 | 5.4 | 94.2 | 1762 |

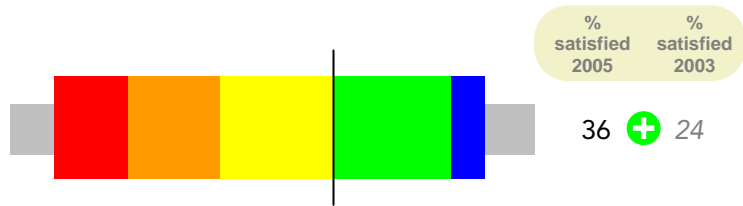
Survey results

3.6 Performance and leadership

3.6 Performance and leadership

3.6.1 Satisfaction with performance and leadership

How satisfied or dissatisfied are you overall with the organisation's performance and leadership?



Commentary

Of those who expressed an opinion, only a little over a third said that they were satisfied overall with performance and leadership (36%). It should be noted though, for this question along with many others in the same section, a large proportion of respondents were equivocal rather than giving an outright negative response (26% neither agreed nor disagreed - 38% disagreed). In addition, this was one of the main issues to emerge from the results in the 2003 survey, therefore the result should be seen in the context of the previous benchmark which was exceeded by 12%.

When the detailed results from this section of the questionnaire are compared with the overall rating statement, regression analysis revealed that the statement "generally speaking, senior management and employees respect each other" was the most closely associated with people's overall satisfaction. This rating had also increased since 2003, albeit not significantly (28% v 23%). This rating was lower than 20% for employees whose length of service exceeded two years, and was also lower for [role 1] (20%), [role 4] (19%) and in Scotland (10%). Clearly then, the level of trust between senior management and employees remains a problem that requires further attention in the future, particularly when taking into account the fact that 81% of senior managers agreed with this statement, compared to 27% of other employees. One way to address this would be to improve the lines of communication between employees and senior management, as these were rated significantly worse than in 2003 (p.51).

However, it would probably be fair to suggest that in this section of the results, respondents were also commenting upon the decision making processes more generally. Presuming that this was the case, the client has actually made progress on improving these processes, albeit only modestly. Only one in five employees were confident about the decision making in the organisation (22%), but this was significantly higher than the results in 2003 (14%).

One way to improve confidence in the decision making process would be to implement "a system to ensure that management decisions are transparent and explained fully" - this was the eighth most popular suggestion for future changes (p.63). Unsurprisingly this was a higher priority for respondents in Scotland, but was also quite important for those working in [role 4] (p.68).

The relatively poor perception employees had of the decision making processes inevitably led to a similarly low level of agreement with the statement "the organisation manages change effectively" (22% compared to 15% in 2003). In this case, the areas where the level of agreement was significantly lower were Human Resources (10%), Scotland (11%) and HQ (17%). This poor perception of change management seemed to have been as a result of personal experiences, with only 20% of respondents claiming that changes related to their own specific jobs were implemented well (p.17).

The lowest rated aspects of performance and leadership was in regard to the consistency with which policies and procedures were implemented. Only 18% of those who commented felt that HR policies were applied consistently (improved from 14% in 2003), whilst even fewer 16% thought the same about other corporate policies. However, it is important to remember that regardless of the prevailing view that there were inconsistencies, this issue was not one of the main priorities for the future (p.63). Indeed, it would seem that only managerial level employees and those working in HR or [role 4] placed "address any inconsistencies in applying corporate policies between the different areas" in the top half of their priority list (p.72).

There also appeared to be some inconsistency between departments on the regularity with which their performance was reviewed - whilst 58% on average agreed with this statement (significantly more than in 2003), respondents from Training (42%), Administration (41%) and Finance (31%) were less likely to agree. Indeed, those in the Finance section were more likely to prioritise "do more to involve all staff in deciding how to improve performance in their own sections" than many of their other colleagues (p.66).

CONTINUED ON PAGE 40

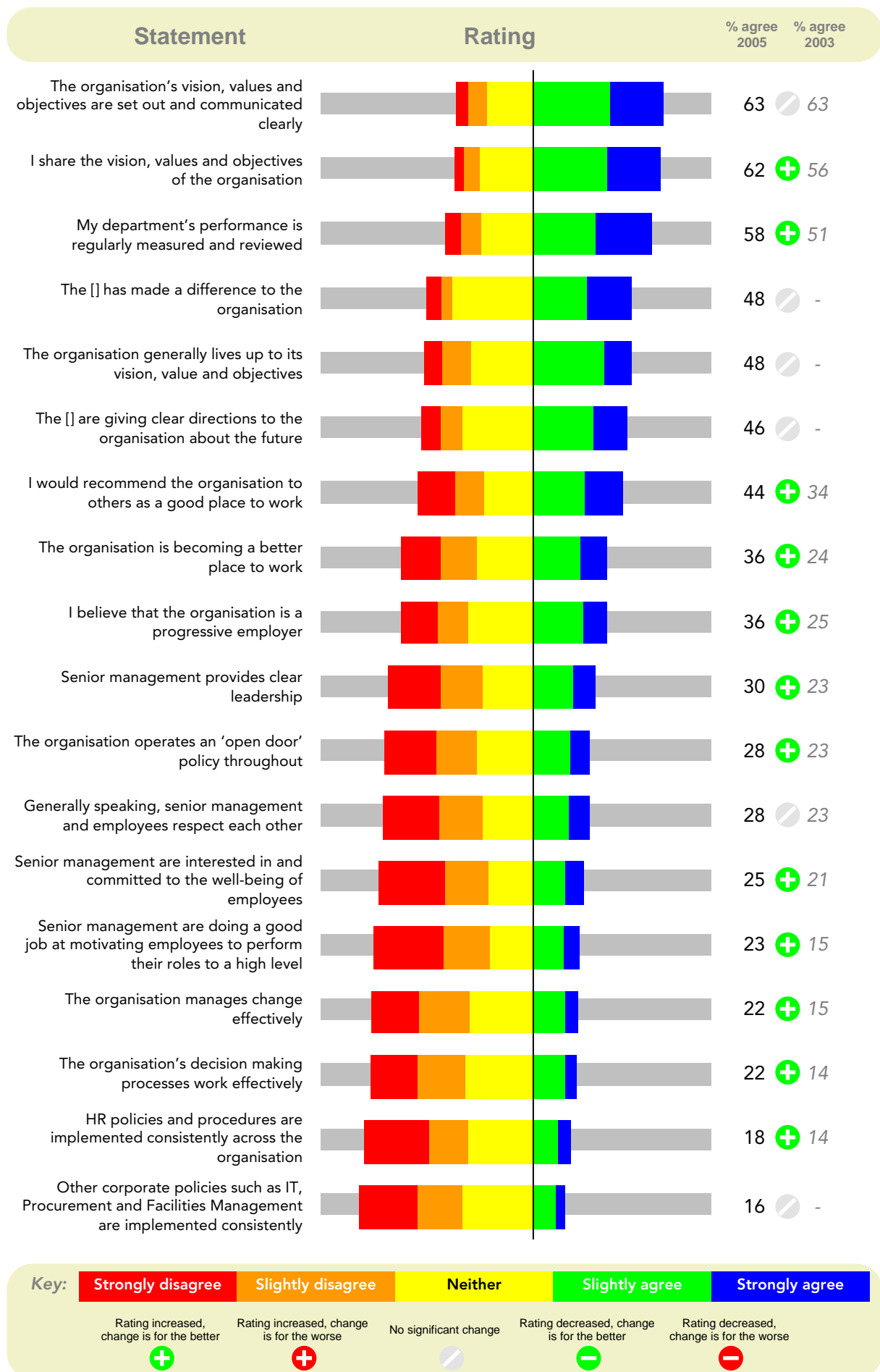
Notes on the presentation of data

The chart on the page opposite summarises the level of agreement with various statements. Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.6 Performance and leadership

3.6.2 Performance and leadership - summary



3.6 Performance and leadership

3.6.3 Performance and leadership - detailed response

| | Percentages | | | | | Further details | | | | |
|---|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| The organisation's vision, values and objectives are set out and communicated clearly | 5 | 9 | 22 | 38 | 26 | 1713 | 0.6 | 2.2 | 97.2 | 1762 |
| I share the vision, values and objectives of the organisation | 5 | 7 | 26 | 36 | 26 | 1694 | 0.6 | 3.3 | 96.1 | 1762 |
| The organisation generally lives up to its vision, value and objectives | 8 | 14 | 30 | 35 | 13 | 1654 | 0.9 | 5.3 | 93.9 | 1762 |
| The [] are giving clear directions to the organisation about the future | 9 | 11 | 34 | 30 | 17 | 1508 | 0.8 | 13.6 | 85.6 | 1762 |
| The [] has made a difference to the organisation | 7 | 6 | 39 | 26 | 22 | 1411 | 1.1 | 18.8 | 80.1 | 1762 |
| Senior management provides clear leadership | 25 | 20 | 24 | 20 | 10 | 1669 | 0.5 | 4.8 | 94.7 | 1762 |
| Senior management are interested in and committed to the well-being of employees | 33 | 21 | 21 | 16 | 9 | 1658 | 0.6 | 5.3 | 94.1 | 1762 |
| Generally speaking, senior management and employees respect each other | 27 | 21 | 24 | 18 | 9 | 1658 | 0.5 | 5.4 | 94.1 | 1762 |
| Senior management are doing a good job at motivating employees to perform their roles to a high level | 34 | 22 | 21 | 15 | 8 | 1673 | 0.5 | 4.5 | 94.9 | 1762 |
| The organisation's decision making processes work effectively | 23 | 23 | 33 | 16 | 6 | 1599 | 0.6 | 8.7 | 90.7 | 1762 |
| HR policies and procedures are implemented consistently across the organisation | 31 | 20 | 31 | 12 | 6 | 1524 | 0.7 | 12.8 | 86.5 | 1762 |
| Other corporate policies such as IT, Procurement and Facilities Management are implemented consistently across the organisation | 29 | 22 | 34 | 12 | 4 | 1455 | 0.8 | 16.6 | 82.6 | 1762 |
| My department's performance is regularly measured and reviewed | 8 | 10 | 25 | 31 | 27 | 1595 | 0.6 | 8.9 | 90.5 | 1762 |
| The organisation manages change effectively | 23 | 25 | 30 | 16 | 6 | 1636 | 0.8 | 6.4 | 92.8 | 1762 |
| The organisation operates an 'open door' policy throughout | 25 | 20 | 27 | 19 | 9 | 1570 | 0.6 | 10.3 | 89.1 | 1762 |
| I believe that the organisation is a progressive employer | 18 | 15 | 31 | 25 | 11 | 1630 | 0.5 | 7.0 | 92.5 | 1762 |
| The organisation is becoming a better place to work | 20 | 17 | 27 | 24 | 13 | 1638 | 0.6 | 6.5 | 93.0 | 1762 |
| I would recommend the organisation to others as a good place to work | 19 | 14 | 24 | 26 | 18 | 1711 | 0.5 | 2.4 | 97.1 | 1762 |

CONTINUED FROM PAGE 38

Leadership is about providing direction as well as making decisions, and in this the client continued to be reasonably successful in clearly communicating its vision, values and objectives (63% agreed, 14% disagreed). Furthermore, respondents were significantly more likely than in 2003 to say that they shared the vision, values and objectives (62% now agreed). This is probably because employees were more positive when asked whether they knew how their own job contributed to the organisation's objectives (p.17). Respondents in one department, however, were much less likely to say that they shared the aims and objectives - only 49% of those in Support gave a positive response.

However, somewhat fewer respondents felt that the client lived up to its vision, values and objectives (48%, 37% for Support, and even less thought that senior management provided clear leadership, the clarity of the vision and objectives notwithstanding (30%, 20% Support). Other groups that were significantly less positive about the clarity of the leadership were those on lower grades (25% on grades 1-3) and respondents in the North East (22%), although on a positive note this leadership rating had significantly improved since 2003 (30% compared to 23%).

A new development since the previous survey has been the [], a change that almost half of the sample feel has made a difference with most of the remainder being merely neutral (48% and 39% respectively). Similar proportions felt that the [] was giving clear direction to the organisation (46% agreed). Employees on grades 1-3 (40% agreed), those working in Scotland (42%) and Northern Ireland (40%) were the groups who were least positive about the effect the [] has had. It should also be noted that relatively few employees said that they felt well informed about the [] (33%, p.51).

Finally, it is positive to note that a third of respondents have noticed the improvements highlighted across the survey results and agreed with the statement "The organisation is becoming a better place to work" (36%). This rating was significantly higher than in 2003 (24%), and as a result, more people would now also recommend the client to others as a potential employer (44% compared to 34% in 2003).

Survey results

3.7 Training and development

3.7 Training and development

3.7.1 Satisfaction with training and development opportunities



Commentary

Training and development emerged as one of the main themes from the survey results, with the two most important priorities for the future being:

- “All employees to annually attend refresher training on new methods and relevant legislation”
- “Make better use of the skills and abilities that staff bring with them to the organisation” (p.63).

In addition, overall satisfaction with training and development was the lowest rated of all the main components of people’s experience of working for the client (34% satisfied, p.59). This figure did represent a statistically significant improvement from the result in 2003 (28%); however, this was not translated into clear improvements within the detailed results for this section of the survey (graph 3.7.2 opposite). Furthermore, some of the main reasons given for wanting to leave were to make more use of skills and abilities, for career progression and training and development (p.55).

The two areas where training and development was rated lowest were Scotland (21%) and the North East (22%). It was also lower amongst those who had been in the same role for 10 years or more (26%). In general, this pattern was repeated across many of the other results in this section.

Unsurprisingly, the statement that was most closely linked with overall satisfaction was “The organisation is committed to developing its employees” – the agreement level had improved slightly but it still covered less than a third of the sample (29% compared to 25% in 2003). Support employees and those in IT were the least positive in this regard (16% and 0% respectively), although on a more positive note, black or minority ethnic respondents were more likely to agree (39%).

Around half of the sample felt that they had received adequate training (52%), which again was far lower for IT staff (13%). The key issues around the adequacy of the training would seem to be refresher courses, as the standard of training was not rated very positively (17% agreed), with the result that annual refresher training was the most important priority for the future (p.63). Unsurprisingly, this was even more important for [role 3] and [role 1], as well as Support and employees who had been in the same role for over 10 years. In addition, it is important to note that employees in the Wales and Western area were the single sub-group who were most keen for refresher training (p.64).

CONTINUED ON PAGE 44

Notes on the presentation of data

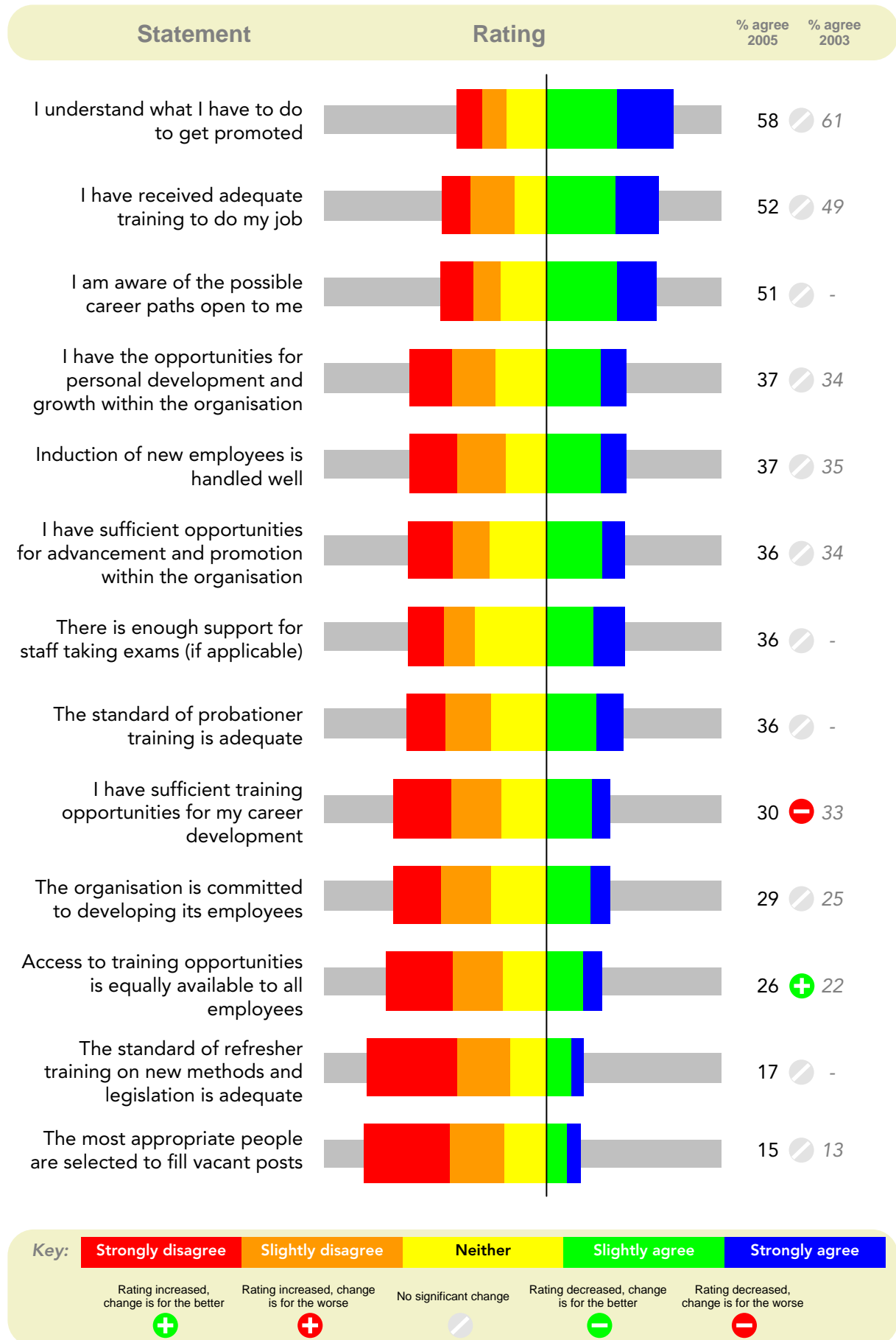
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked ‘Strongly agree’ through to ‘Strongly disagree’. There was also a category for ‘Don’t know/NA’. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.7 Training and development

3.7.2 Training and development - summary



3.7 Training and development

CONTINUED FROM PAGE 42

There was also the problem highlighted by many employees that access to training opportunities was not equally available to all (54% felt this way, whilst only 26% were positive). Fortunately this was the one statement in this section of the results that had improved significantly since the last survey, but this perception amongst employees remains something that the client will want to address, particularly amongst employees in [role 3] (15% agreed), in Scotland (10%) and those who had spent a long time in their current roles (18% of those who had not changed job for at least 10 years).

The view from the respondent population would seem to be that improvements in training ought to begin from the outset, as only a little over a third of those who expressed an opinion thought that induction was handled well (37%) or that probationer training was adequate (36%). In the case of induction, the proportion who agreed was exceeded by the proportion who actively disagreed (44%), which explains why better induction appeared in the top half of the priority list for future improvements to the organisation (p.63). This was a higher priority in Headquarters and amongst HR employees, as well as for people with managerial or supervisory responsibilities (p.69). In addition, employees who had worked for the client under a year also saw this as more important, despite the fact that their general assessment of the induction process was better than average (55% agreed).

Moving on from the topic of training to that of career development, again only a third of the sample thought that they had sufficient opportunities for advancement and promotion (36%). This was a particular issue amongst [group G] (23%), especially those working in [role 4] (13%), although [role 2] employees were also less positive (19%).

Furthermore, the only significant decrease in any of the ratings in this section of the results was with regard to the statement "I have sufficient training opportunities for my career development", with 49% of the sample now disagreeing as opposed to 45% in 2003.

This is not to say, however, that people did not necessarily know how to get promoted or were not aware of the career paths open to them. In fact, at least half of the sample said that they were aware of the possible opportunities open to them (58% and 51% respectively), whilst fewer than 30% disagreed.

In fact, the one aspect of the promotion and selection process that was considered by most people to be in greater need of improvement was the interviews. Changes to ensure that interviews were only a part of that process were by no means the highest priority (p.63), but it was of greater interest for [role 4] (p.71). Furthermore, any changes that might improve people's perceptions of the selection process would be welcome, because currently only 15% believed that the most appropriate candidates were typically selected. This rating was particularly low in [group G] (10%).

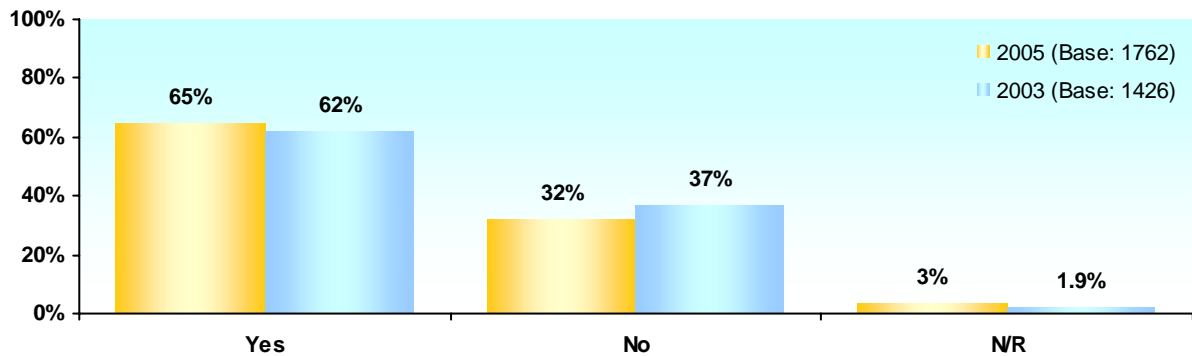
3.7 Training and development

3.7.3 Training and development - detailed response

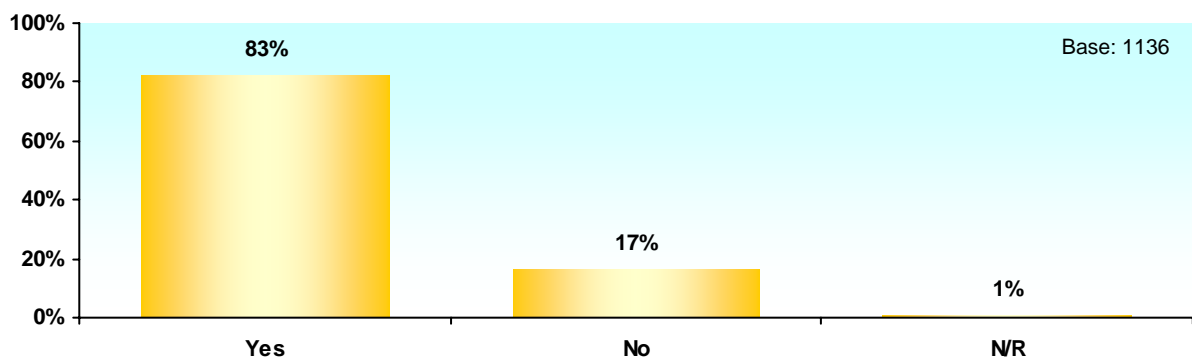
| | Percentages | | | | | Further details | | | | |
|---|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| Induction of new employees is handled well | 22 | 22 | 19 | 25 | 11 | 1625 | 0.6 | 7.2 | 92.2 | 1762 |
| I have received adequate training to do my job | 13 | 20 | 15 | 32 | 19 | 1738 | 0.8 | 0.6 | 98.6 | 1762 |
| The standard of probationer training is adequate | 17 | 21 | 26 | 23 | 12 | 1440 | 0.9 | 17.4 | 81.7 | 1762 |
| The standard of refresher training on new methods and legislation is adequate | 42 | 25 | 17 | 12 | 5 | 1516 | 0.9 | 13.1 | 86.0 | 1762 |
| I have sufficient training opportunities for my career development | 26 | 23 | 21 | 21 | 9 | 1656 | 0.7 | 5.3 | 94.0 | 1762 |
| The organisation is committed to developing its employees | 22 | 23 | 26 | 20 | 9 | 1657 | 0.7 | 5.3 | 94.0 | 1762 |
| Access to training opportunities is equally available to all employees | 31 | 23 | 20 | 17 | 9 | 1603 | 0.9 | 8.2 | 91.0 | 1762 |
| I have the opportunities for personal development and growth within the organisation | 20 | 20 | 24 | 25 | 12 | 1656 | 0.7 | 5.3 | 94.0 | 1762 |
| I have sufficient opportunities for advancement and promotion within the organisation | 20 | 17 | 27 | 26 | 11 | 1629 | 1.0 | 6.5 | 92.5 | 1762 |
| I am aware of the possible career paths open to me | 15 | 13 | 21 | 33 | 19 | 1677 | 0.8 | 4.0 | 95.2 | 1762 |
| I understand what I have to do to get promoted | 12 | 11 | 18 | 33 | 26 | 1645 | 0.9 | 5.8 | 93.4 | 1762 |
| There is enough support for staff taking exams (if applicable) | 16 | 15 | 33 | 22 | 14 | 1021 | 6.1 | 36.0 | 57.9 | 1762 |
| The most appropriate people are selected to fill vacant posts | 39 | 25 | 20 | 10 | 6 | 1515 | 1.2 | 12.8 | 86.0 | 1762 |

3.7 Training and development

3.7.4 Have you had an appraisal in the last 12 months?



3.7.5 Have you had the opportunity to comment and provide effective feedback on your appraisal?



Note: Respondents who have had an appraisal in the last 12 months

Commentary

As had been the case in 2003, the general perception of the appraisal process amongst the majority of employees was unfavourable, both in terms of its fairness (36% disagreed) and its effectiveness in improving performance (57% disagreed). This quite obviously conflicts with the desire for training and development to improve (p.42-43), as the appraisal should be one of the primary conduits for information and discussion with individuals in order to ensure that they are maximising their potential. Indeed, "place more emphasis on individual performance and personal development through the appraisal system" only appeared in the top half of the priority list for senior managers, Finance and Human Resources (p.73).

The fact that perceptions had not changed since the previous survey was further reflected by the fact that once again, [role 2] were more positive about the process than [role 1]; with 38% of the former believing that the appraisal helped performance, compared to 17% of the latter. The same pattern was also true regarding the fairness of the process (47% v 28%). In addition, it was notable that significantly fewer Support employees felt that the appraisal was fair when compared to the average (18% of this group agreed).

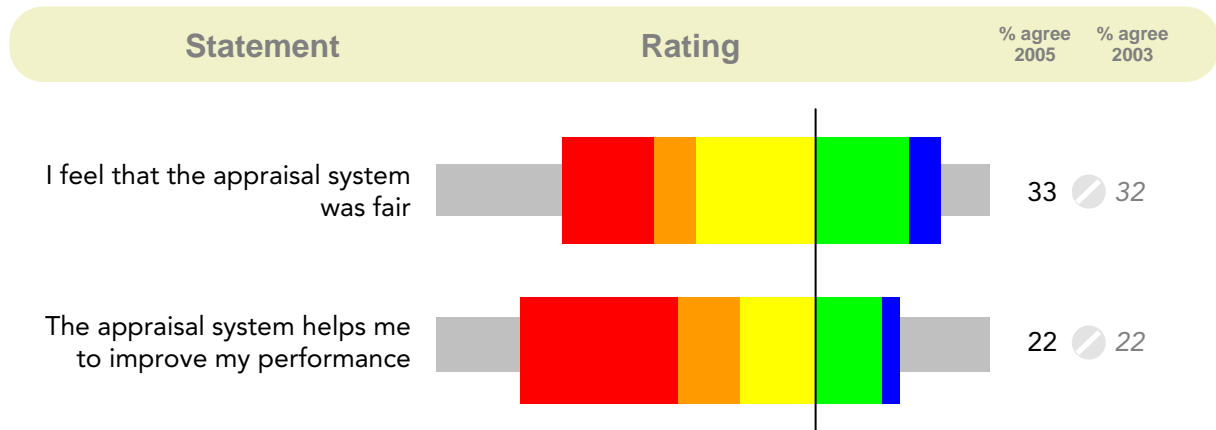
One would have anticipated that the generally negative perception of appraisal would mean that respondents would rank "supervisors to be trained and evaluated on appraisals to improve confidence in the system" as a reasonably high priority, but again this only appeared in the top half of the list for senior managers, training and finance (p.72).

There had been little change since 2003 in the proportion of respondents who had received a appraisal in the previous 12 months (65% v 62%), although excluding all those employees who had been with the client and/or their role for less than a year, this proportion increased to 75%

CONTINUED ON PAGE 47

3.7 Training and development

3.7.6 The appraisal system - summary



Note: Respondents who have had an appraisal in the last 12 months



3.7.7 The appraisal system - detailed response

| | Percentages | | | | | Further details | | | | |
|---|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| The appraisal system helps me to improve my performance | 41 | 16 | 20 | 17 | 5 | 1085 | 0.9 | 3.6 | 95.5 | 1136 |
| I feel that the appraisal system was fair | 24 | 12 | 31 | 25 | 8 | 1062 | 1.6 | 4.9 | 93.5 | 1136 |

CONTINUED FROM PAGE 46

Those departments where over 80% of employees had received an appraisal (excluding those in their job for under 1 year) were:

- Finance (87%)
- [Group G] (83%)
- Group F] (81%)

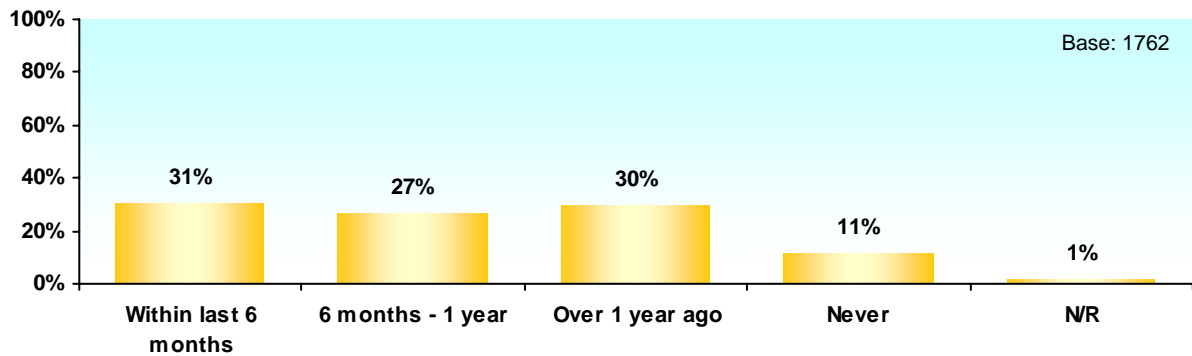
Conversely, the departments where the figure was under 70% were:

- Administration (62%)
- HR (59%)
- IT (33%)

The differences were less marked when analysed by area, although Headquarters did emerge as the lowest (63%).

3.7 Training and development

3.7.8 How long ago did you take part in the organisation's Diversity Training?



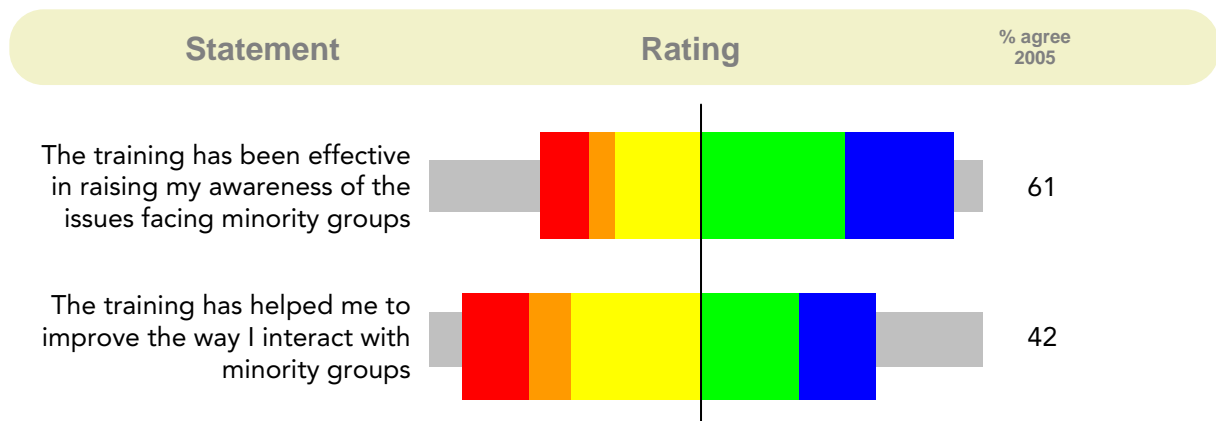
Commentary

Since 2003 the diversity training had been delivered across the organisation, so the opportunity was taken to assess the perceived effectiveness of this training within the current survey. The vast majority of the sample claimed to have taken part in the training (89%), which rose to 92% if recent appointments are excluded. Those who had not taken part were spread across the different areas and departments.

It was positive to note that the majority of those who had received this training felt that it was effective in raising their awareness of issues facing minority groups (61%), with only 18% who disagreed. However, this effect understandably diminished over time – 69% of respondents who participated in the training less than 6 months ago agreed, compared to 59% of those in the 6-12 months category and 54% who took part over a year ago.

This diminution over time was also apparent when respondents were asked whether the training had helped to improve the way they dealt with minority groups (52%, 38% and 36% respectively). This question received a lower average agreement rating than the one discussed above (42% agreed), but many of the remainder were equivocal (32% rather than negative (26%).

3.7.9 Effectiveness of diversity training - summary



Note: Respondents who had taken part in the Diversity Training



3.7.10 Effectiveness of diversity training - detailed response

| | Percentages | | | | | Further details | | | | |
|--|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| The training has been effective in raising my awareness of the issues facing minority groups | 11 | 7 | 21 | 35 | 26 | 1529 | 0.1 | 0.5 | 99.4 | 1538 |
| The training has helped me to improve the way I interact with minority groups | 16 | 10 | 32 | 23 | 19 | 1514 | 0.5 | 1.1 | 98.4 | 1538 |

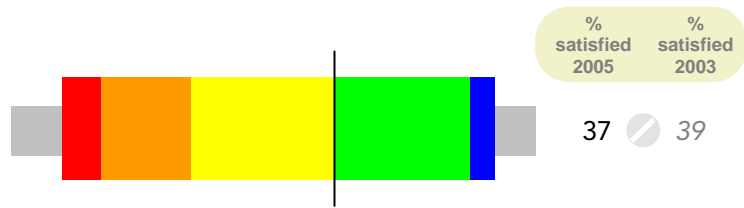
Survey results

3.8 Communication and information

3.8 Communication and information

3.8.1 Satisfaction with communications and provision of information

How satisfied or dissatisfied are you overall with the communications and provision of information?



Commentary

In employee surveys, overall satisfaction with communication and information is typically one of the lower rated aspects of working for an organisation and this is also true for the client (37% were satisfied overall, whilst 30% were dissatisfied, p.60). This rating had not significantly altered since 2003 (39%).

One of the biggest issues is that of information between different parts of the organisation, which is unsurprising considering the geographic spread of where respondents were based. Although there had been a significant improvement in the way different areas communicated with one another and with Headquarters, it remained the case that only a around a quarter of respondents thought that this information sharing was effective (22% and 26% agreed respectively). On both of these measures, employees from HQ were less positive than their colleagues based elsewhere (14% and 24% respectively). In addition, it is notable that [role 3] and Support were very pessimistic about the quality of information sharing between areas (9% and 11% agreed respectively). The latter group were also less positive about information sharing between departments (13% agreed compared to 30% overall), which was in fact the only statistically significant difference by department for this particular question.

These problems with information sharing were undoubtedly one of the reasons why 39% of the sample claimed not to get the information that they needed to do job their well, although a similar proportion (37%) were positive on this. Indeed, it was employees in Support who yet again gave a lower rating for this question (22%), although the Human Resources department also struggled in this regard (26% agreed).

There was also an issue with the amount of time that employees felt they had in order to access all of the information they felt they needed, with almost half (46%) disagreeing that they had sufficient time. This figure rose to over half of [role 1] (54%).

One change that will have helped people feel more connected with the rest of the organisation was that significantly more respondents now felt that they were kept well informed about what was happening in the organisation (57% agreed v 52% in 2003). Indeed, over 70% of the sample felt that the intranet was easy to access and had relevant information. Admittedly, there had been a statistically significant change for the worse for the two statements regarding ease of access (graph 3.8.2), but this was mainly because slightly fewer people strongly agreed this time around, rather than any increased negativity. In fact, over 80% of employees still felt that the intranet was easy to access.

The one department which seemed least positive about the intranet was Human Resources, with only 62% of this group finding the information relevant, and 74% who said that it was easy to access. It may also be relevant to note that black or minority ethnic employees were less likely than other colleagues to find the intranet easy to access (70% and 77% agreed respectively).

CONTINUED ON PAGE 52

Notes on the presentation of data

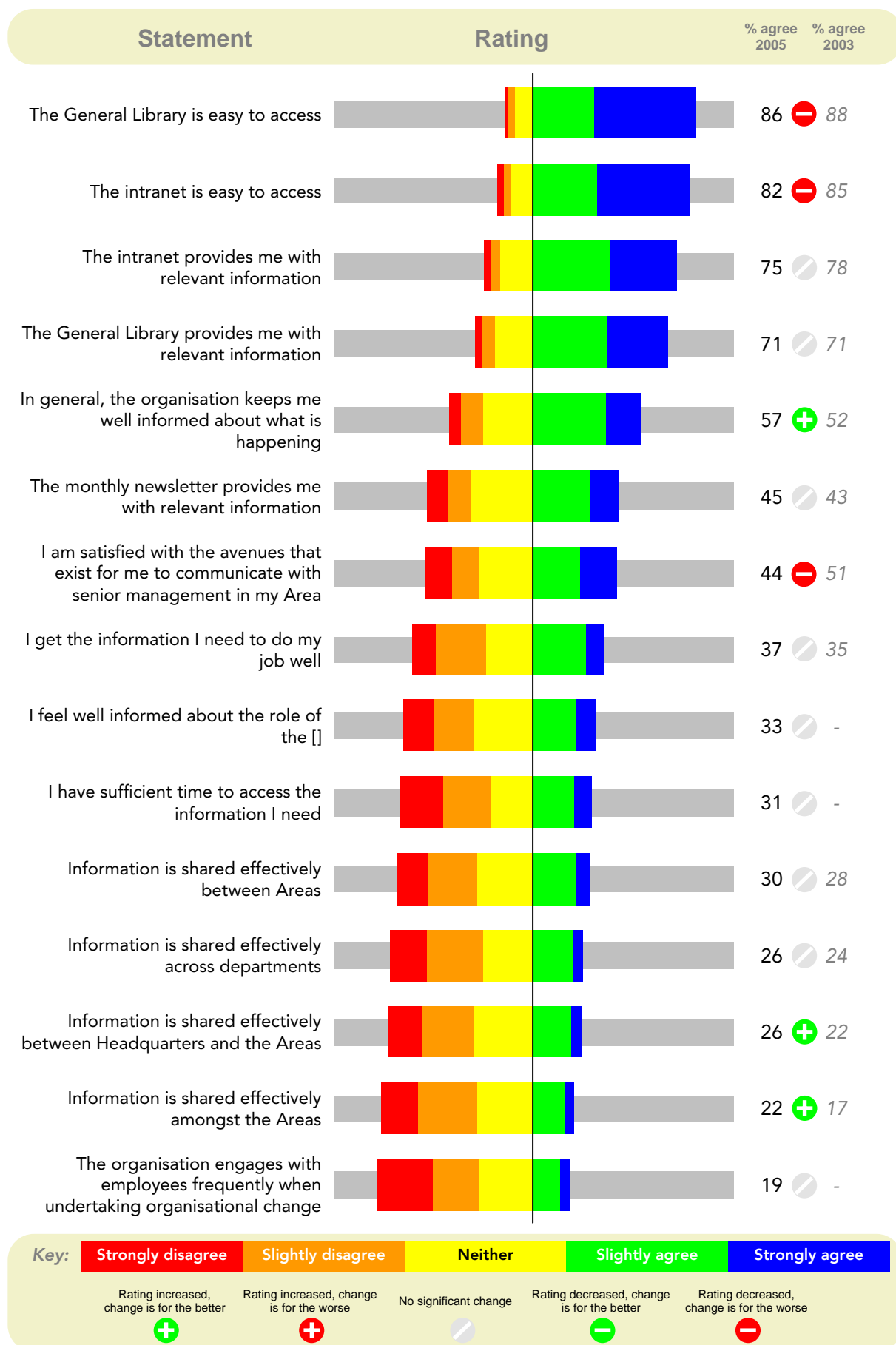
The chart on the page opposite summarises the level of agreement with various statements.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who agreed, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.8 Communication and information

3.8.2 Communication and information - summary



3.8 Communication and information

3.8.3 Communication and information - detailed response

| | Percentages | | | | | Further details | | | | |
|--|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| Information is shared effectively between Headquarters and the Areas | 18 | 27 | 30 | 20 | 5 | 1465 | 0.5 | 16.3 | 83.1 | 1762 |
| Information is shared effectively amongst the Areas | 19 | 31 | 29 | 17 | 5 | 1451 | 0.6 | 17.1 | 82.3 | 1762 |
| Information is shared effectively between Areas | 16 | 25 | 29 | 23 | 7 | 1465 | 0.9 | 16.0 | 83.1 | 1762 |
| Information is shared effectively across departments | 19 | 29 | 26 | 21 | 5 | 1592 | 0.6 | 9.0 | 90.4 | 1762 |
| I get the information I need to do my job well | 12 | 27 | 24 | 28 | 9 | 1723 | 0.5 | 1.8 | 97.8 | 1762 |
| The General Library is easy to access | 2 | 3 | 9 | 33 | 53 | 1686 | 0.6 | 3.7 | 95.7 | 1762 |
| The General Library provides me with relevant information | 4 | 6 | 20 | 39 | 31 | 1676 | 0.6 | 4.3 | 95.1 | 1762 |
| The monthly newsletter provides me with relevant information | 11 | 13 | 32 | 31 | 15 | 1613 | 0.5 | 7.9 | 91.5 | 1762 |
| The intranet is easy to access | 3 | 4 | 11 | 34 | 48 | 1710 | 0.5 | 2.4 | 97.0 | 1762 |
| The intranet provides me with relevant information | 3 | 6 | 16 | 41 | 34 | 1705 | 0.5 | 2.8 | 96.8 | 1762 |
| In general, the organisation keep me well informed about what is happening | 6 | 11 | 26 | 39 | 18 | 1715 | 0.5 | 2.2 | 97.3 | 1762 |
| I feel well informed about the role of the [] | 16 | 21 | 30 | 23 | 10 | 1652 | 0.5 | 5.7 | 93.8 | 1762 |
| I have sufficient time to access the information I need | 22 | 24 | 22 | 22 | 9 | 1704 | 0.5 | 2.8 | 96.7 | 1762 |
| I am satisfied with the avenues that exist for me to communicate with senior management in my Area | 14 | 14 | 28 | 25 | 19 | 1580 | 1.0 | 9.3 | 89.7 | 1762 |
| The organisation engages with employees frequently when undertaking organisational change | 29 | 24 | 28 | 15 | 5 | 1560 | 1.2 | 10.3 | 88.5 | 1762 |

CONTINUED FROM PAGE 50

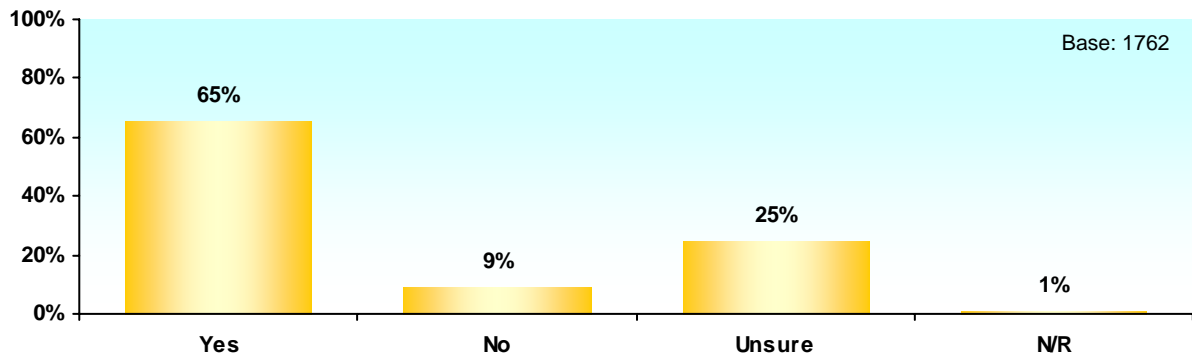
Finally in this section of the results, it is important to note that the client received a relatively poor rating for the how well it engaged with employees regarding organisational changes (only 19% agreed), which is consistent with the general perception amongst respondents that changes were often not managed effectively (p.39). This perception will not have been helped by the fact that significantly fewer respondents now felt satisfied with the avenues that existed for them to communicate with senior management (44% compared to 51% in 2003). This figure was particularly low amongst [role 1] (36%), Support (31%) and employees on grades 1-3 (33%). When analysed by area, the agreement rating was lower than average for Northern Ireland (35%) and Scotland (31%).

Survey results

3.9 Looking forward

3.9 Looking forward

3.9.1 Do you intend to be working here in 12 months' time?



Commentary

In the 2005 survey there were two questions asked of respondents regarding their intentions over the next 12 months, one a rating scale, the other a simple yes or no question. The intention was to be able to compare the results to 2003 (the rating statement), but to then to also start using a more straightforward question to serve as a benchmark for the future.

Dealing first with the comparative information, it was clear from the results that there had been no significant change since 2003 in the proportion of respondents who intended to stay working for the organisation in 12 months' time (72% compared to 69% in 2003, p.17).

This did not correlate precisely with the results in graph 3.9.1 above (65% said that they intended to stay), but what is most interesting is the fact that a quarter of the sample claimed to be unsure, a level of uncertainty that was not detected by the previous question.

Due to the different filter question employed in 2005, the reasons people gave for considering leaving (graph 3.9.2), and the possible incentives that might cause them to stay (graph 3.9.3) showed some variations between the years that may well be methodological rather than real. However, as was the case in 2003, the possible incentives people might have for staying correlated quite closely with the reasons for leaving, although pay did seem to be more of a pull than a push factor - 43% would see it as a reason to stay, but only 28% said that this was why they might wish to leave.

In the current survey, both those respondents who were definite about leaving (9%) and those who were merely unsure (25%) were asked for their reasons. Many of the reasons were very similar, but some interesting differences did emerge.

Those who were merely unsure were more likely to cite a "more convenient location" as a reason for going (18% v 10%), whereas those who were more definite in their decision were more likely to mention the top four reasons from the graph opposite (50%, 57%, 47%, and 45% for the top four items respectively). Of particular interest is the 57% who cited lack of managerial support or poor management, as the relationship between senior management and employees remained an issue in 2005 (p.38-39).

Whether or not respondents intended to leave obviously influenced their overall satisfaction, but nevertheless the pattern was marked with only 18% of those who definitely wanted to move and 28% of those who were unsure feeling satisfied overall. Indeed, these groups were also more negative about most of the other questions in the survey (p.58).

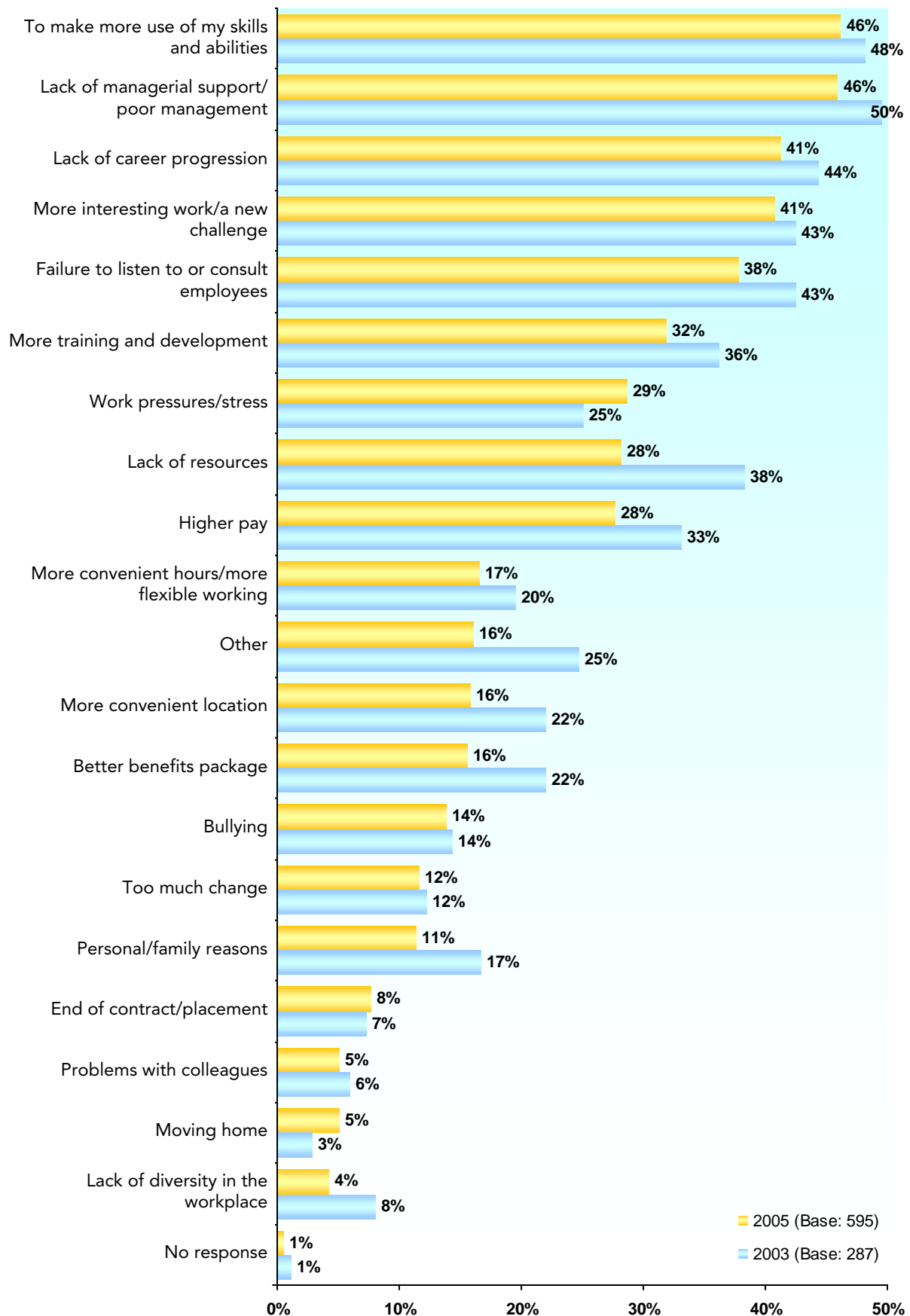
It is therefore particularly interesting to know more about who these unsettled employees were. Accordingly, the particular sub-groups of the sample who were most likely to be considering moving included:

- Administration (13% no, 33% unsure)
- Finance (20% no, 40% unsure)
- HR (20% no, 39% unsure)
- IT (small sample)
- Scotland (14% no, 33% unsure)
- HQ (15% no, 33% unsure)
- 21-29 year olds (13% no, 31% unsure)

In addition, black or minority ethnic respondents were more likely to say that they were unsure about staying (33%), but this was probably because this group had a younger age profile.

3.9 Looking forward

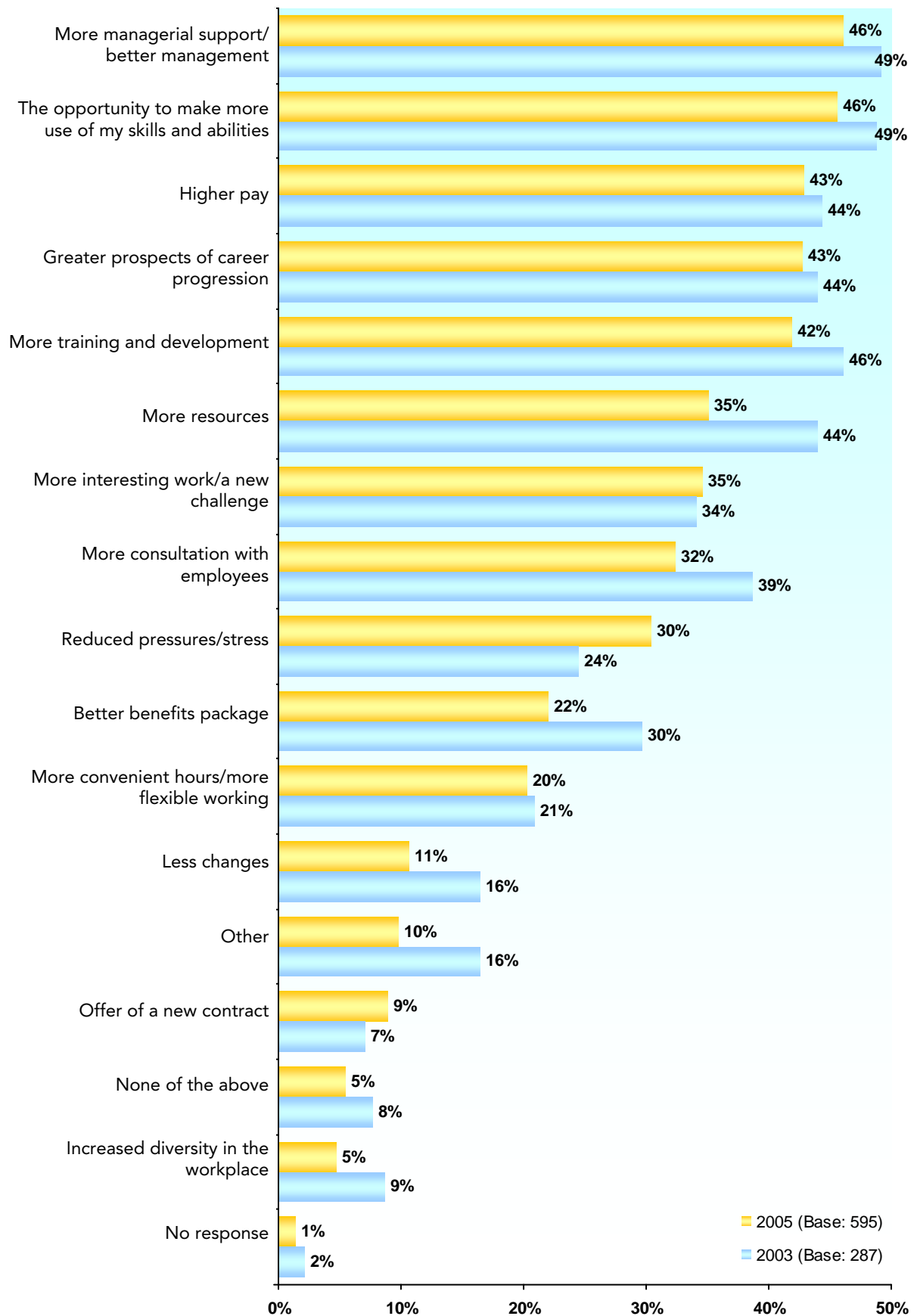
3.9.2 Why are you considering leaving?



Note: Respondents who are considering leaving. Respondents could give more than one answer

3.9 Looking forward

3.9.3 Which of these possible changes would make you more inclined to stay with the organisation?



Note: Respondents who are considering leaving. Respondents could give more than one answer

Survey results

3.10 Overall satisfaction

3.10 Overall satisfaction

Commentary

The chart on the opposite page shows employee's overall satisfaction with working for the organisation, both as a single rating and when divided into main components such as training, managers, communication etc.

The headline result, that 56% were satisfied overall, represented a significant improvement on the 2003 result, due mainly to the fact that 16% were very satisfied compared to only 11% in 2003. This modest improvement reflects many of the positive changes across the survey results since 2003, which shows that that employee satisfaction has been moving steadily in the right direction. Indeed, over a third of the sample now feel that the organisation is becoming a better place to work (36%, p.39).

The other overall ratings are discussed in more detail within the specific sections related to the various topics covered, but the pattern of responses suggests that training and development, along with performance and leadership, are the two topics that the client may wish to concentrate most closely on. Indeed, the top two priorities for future improvement were both related in some way to training and development (p.63), whereas further regression analysis revealed that satisfaction with the client's performance and leadership was one of the two topics most closely associated with overall satisfaction (the other was, unsurprisingly, satisfaction with the job that people did).

This is not to say that improvements had not been noted in these two areas of the results, indeed, they both demonstrated significant improvements since 2003, but it would nevertheless be appropriate to expect these satisfaction ratings to be higher still (around a third of the sample were currently satisfied with each).

At this point it is worth noting that the greatest improvement in any of the overall satisfaction ratings had been for the workplace culture - 13 percentage points from 41% to 54%. The detailed results showed that some aspects of teamwork seemed to have improved, as well as their being an increased recognition of diversity as an asset (p.26-29).

There were, obviously, a number of sub-groups who were more or less satisfied than average overall with working for the organisation, and as is typically the case, these groups often gave similarly high or low ratings throughout the survey results.

Scotland had by far and away the highest response rate (p.14), but this may be due to the fact that these respondents were much less satisfied overall (33%). In fact, respondents from Scotland gave answers throughout the survey that were, for the most part, significantly lower than their colleagues elsewhere. This pattern was so marked that Scotland has not been noted in the detailed analysis of the survey unless it seemed particularly relevant, as the reduced ratings across the board made it difficult to highlight any particular grievances.

Another group that gave poorer ratings across the survey results were those who were considering leaving the organisation within the next 12 months. Only 17% of those who were definitely leaving were satisfied overall, and those who were unsure about staying were not that much more positive (28%). Indeed, if these two sets of respondents, who represented 34% of the sample (p.54), were excluded from the calculations, the overall satisfaction rating would rise to 72%. There is only so much that the client can do to address the concerns of this seemingly disgruntled group of employees, as in any organisation there will always be people seeking to leave for a variety of reasons. However, it is notable that the most frequently cited reasons given for wanting to leave were related to some of the main themes of these results, notably making better use of one's skills and abilities, career progression, training and development and the desire for better managerial support (p.55)

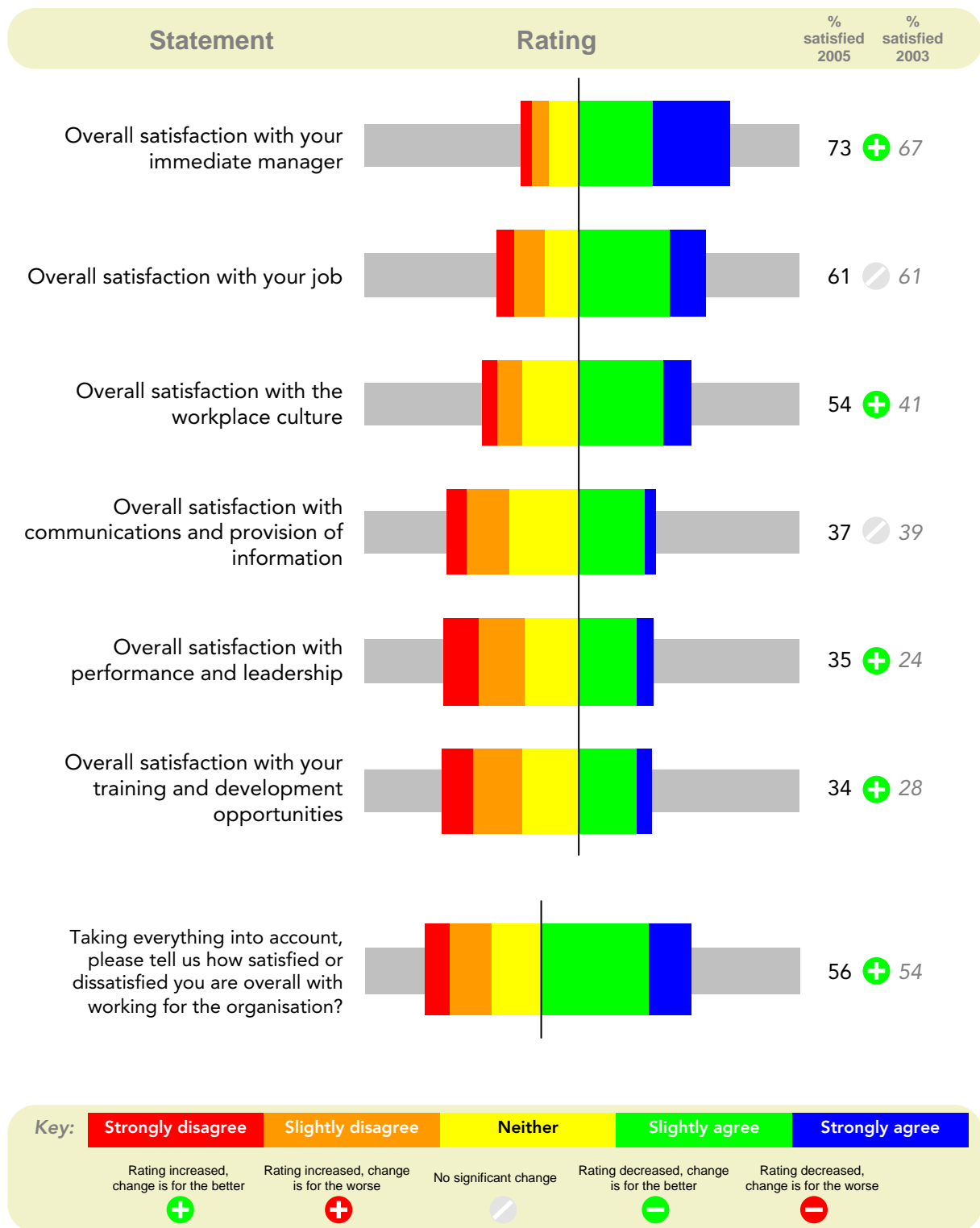
The effect that harassment or bullying had on people's perceptions of their employer was also significant, with only 35% of this group expressing their satisfaction, a pattern that again replicated itself across many sections of the results (also see p.31).

Conversely, a number of different groups of respondents were more satisfied overall, with this positive attitude also evident across many of the responses they gave throughout the survey. These groups included:

- [Group A] (88% satisfied)
- [Group D] (78%)
- New employees with under 1 years service (77%)
- Employees on grades 6 or higher (66%)
- London South (67%)
- Wales and Western (66%)
- North West (64%)

3.10 Overall satisfaction

3.10.1 Overall satisfaction - summary



Notes on the presentation of data

The chart above summarises the overall level of satisfaction.

Respondents were asked to rate each aspect on a five-point scale, marked 'Very satisfied' through to 'Very dissatisfied'. There was also a category for 'Don't know/NA'. The bar chart shows the proportions of respondents who ticked each of the categories, omitting those who did not respond or express an opinion.

The first column of figures at the right of the chart shows the percentage of respondents who are satisfied, whilst the second column shows the equivalent figure from the 2003 survey. In between these columns are symbols which indicate where any of the ratings between the two years differ significantly, the direction of change, and whether this represents an improvement or deterioration. Following the chart is a table that shows the responses in more detail, including those who did not respond.

3.10 Overall satisfaction

3.10.2 Overall satisfaction - detailed response

| | Percentages | | | | | Further details | | | | |
|---|-------------------|-------------------|---------|----------------|----------------|-----------------|-----|-------|----------|------------|
| | Strongly disagree | Slightly disagree | Neither | Slightly agree | Strongly agree | Base | N/R | DK/NA | Response | Total base |
| Overall satisfaction with your job | 8 | 15 | 16 | 44 | 17 | 1746 | 0.6 | 0.3 | 99.1 | 1762 |
| Overall satisfaction with the workplace culture | 7 | 13 | 27 | 41 | 13 | 1517 | 9.8 | 4.1 | 86.1 | 1762 |
| Overall satisfaction with your immediate manager | 5 | 7 | 15 | 35 | 38 | 1714 | 1.4 | 1.4 | 97.3 | 1762 |
| Overall satisfaction with performance and leadership | 17 | 21 | 26 | 28 | 8 | 1700 | 2.2 | 1.4 | 96.5 | 1762 |
| Overall satisfaction with your training and development opportunities | 15 | 24 | 27 | 28 | 7 | 1720 | 0.7 | 1.7 | 97.6 | 1762 |
| Overall satisfaction with the communications and provision of information | 9 | 21 | 33 | 32 | 6 | 1692 | 2.0 | 2.0 | 96.0 | 1762 |
| Overall satisfaction with working for the organisation | 9 | 16 | 19 | 41 | 16 | 1737 | 0.7 | 0.7 | 98.6 | 1762 |

Survey results

3.11 Priorities for future improvements

3.11 Priorities for future improvements

Notes on the presentation of data

The chart opposite represents the prioritised agenda of respondents to the 'Priority Search' paired comparison section of the questionnaire. It shows the *relative* importance that they as a whole placed on each of the issues they were asked to rank.

The numbers at the end of each bar show the percentage of respondents who placed that item in the top third of their preferences, minus the percentage who placed it in their bottom third. The result is that if a bar projects to the right, the respondent group illustrated favours that item. If the bar projects to the left, the item is regarded as less important by that group. The "least significant differences" (LSDs) quoted give the minimum figure by which any two values must differ in order for the difference to be statistically significant at the 99.9%, 99% and 95% confidence levels.

For a more detailed explanation of the 'Priority Search' methodology, please see appendix section 4.1.

Commentary

Respondents were asked to compare a series of ideas for improvement that might make the organisation better for everyone, regardless of background. The resultant prioritised agenda for the sample is shown in fig 3.11.1.

The list was based upon that developed for the 2003 survey. However, a number of the items did have minor amendments to the wording to take into account what had been learned as a result of the 2003 survey, and additional new items were added in response to the consultation exercise carried out with employees in 2005 as a precursor to the main survey.

It is therefore interesting to note that many of the top priorities for the future were these new items that expanded on the original list, most notably those regarding refresher training, IT and paperwork. Indeed, in 2003 the top significant priorities had been:

- Do more to help us balance our working and personal lives
- Do more to involve all staff in deciding how to improve performance in their own sections
- Make better use of skills people bring with them to the organisation
- Do more to ensure that support staff are treated and valued equally
- Supervisors to be trained & evaluated on appraisals to improve confidence in the system
- Improve our selection and promotion process so that interviews are only a part of it

What is most notable is that the item "do more to help us balance our working and personal lives" was quite a lot further down the list in 2005 when compared to the previous survey, despite the fact that as many respondents as in 2003 claimed to find it difficult achieving a good work/life balance (p.29). There is, unfortunately, no clear evidence to suggest why this change might have occurred.

What is clear, however, is that the emphasis remained on ensuring that employees, in the future, feel more valued and appreciated than they do currently. The perceived need for the client to make more use of people's skills and abilities and to involve them in improving performance remained high priorities in 2005, as did the need for staff to be treated and valued equally.

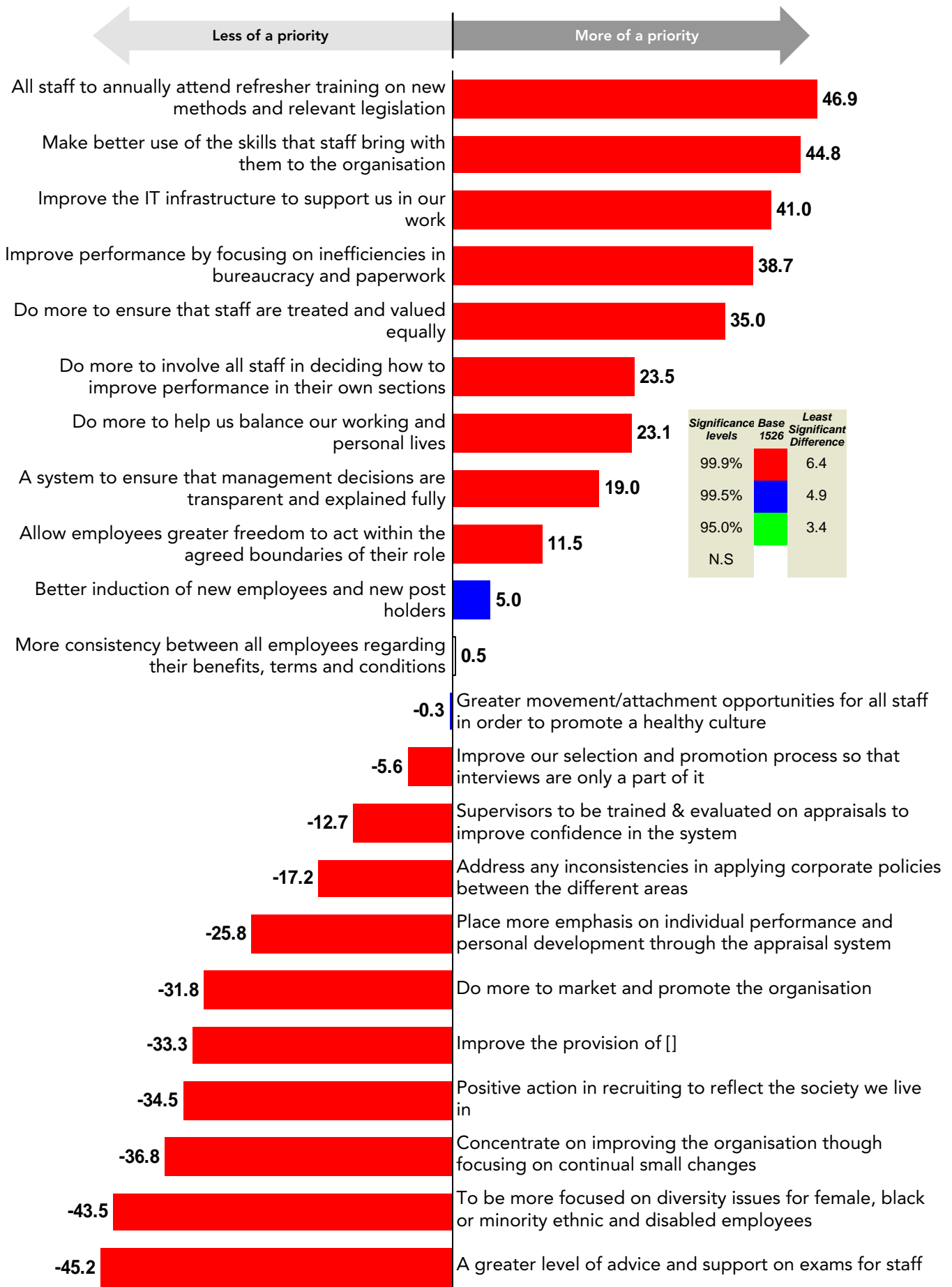
What was also immediately apparent from the results was the strong desire amongst employees, especially [role 1], for annual refresher training (p.64). The fact that this was so important may in part explain why only around a third of employees were currently satisfied with training and development (p.59).

Obviously, the priorities in this overall list for the sample as a whole will have differed by sub groups, therefore detailed charts follow overleaf that display which (if any) groups were significantly more or less likely to prioritise any given idea from the list. These charts are displayed in ranked order based upon the overall priorities, but only show those differences that seem interesting or relevant, therefore not every item is included. These significant differences are discussed within the relevant sections of the report.

Finally, it should also be noted that the improvements that appeared towards the bottom of the list were not necessarily considered bad ideas by respondents, merely that the others in the list were more important.

3.11 Priorities for future improvements

3.11.1 Overall priorities for the future



3.11 Priorities for future improvements

Notes on the presentation of data

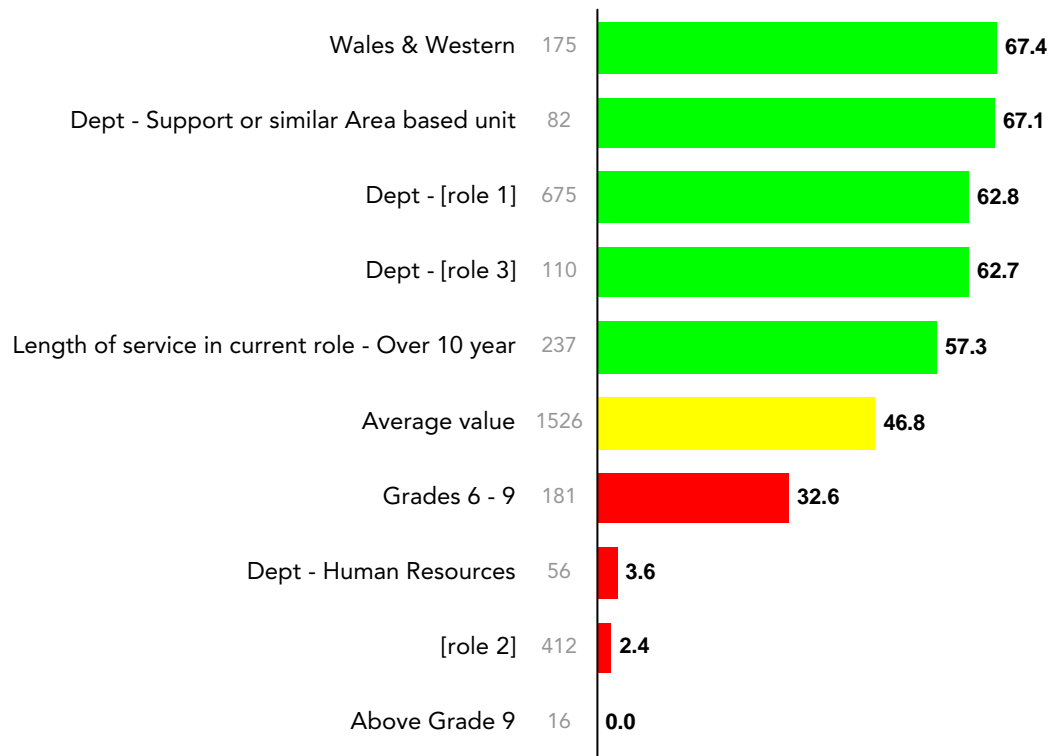
The charts below and on the following pages show how different demographic groups relate to the items in the Priority Search about possible future developments. The information displayed is calculated as for the bipolar chart shown on page 63, and shows how different groups relate to each item. The average value for the population overall is shown as a yellow bar. Groups which attach a higher importance to this item to a statistically significant extent are shown in green, while those who rate the item as significantly less important are shown in red.

1) The charts display differences which are *statistically significant*. If a group does not appear in a chart (those in a certain age group, for example) it is because the importance they attached to the item did not differ significantly from average.

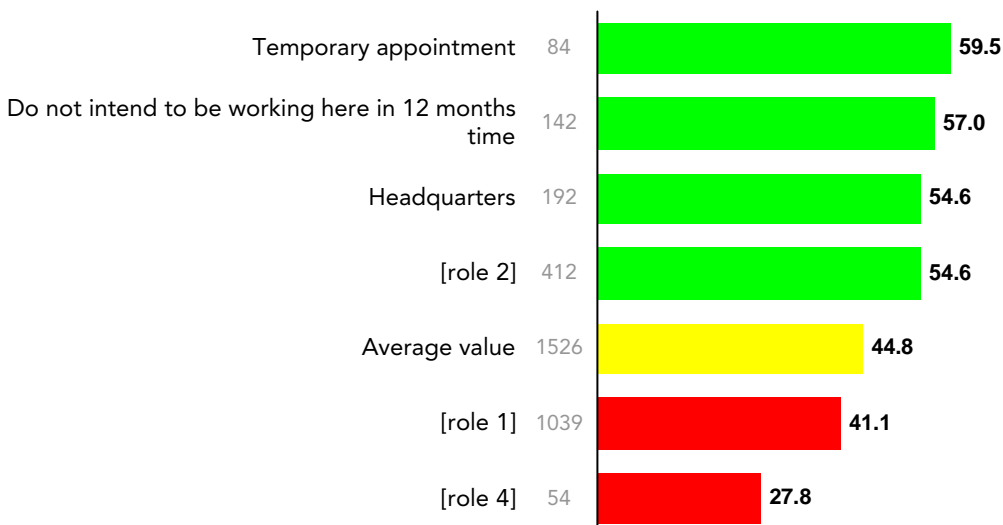
2) Figures in grey represent the total number of respondents who gave each particular answer.

3) Not all the items are shown in this section, since some showed little variation of interest.

3.11.2 All staff to annually attend refresher training on new methods and relevant legislation

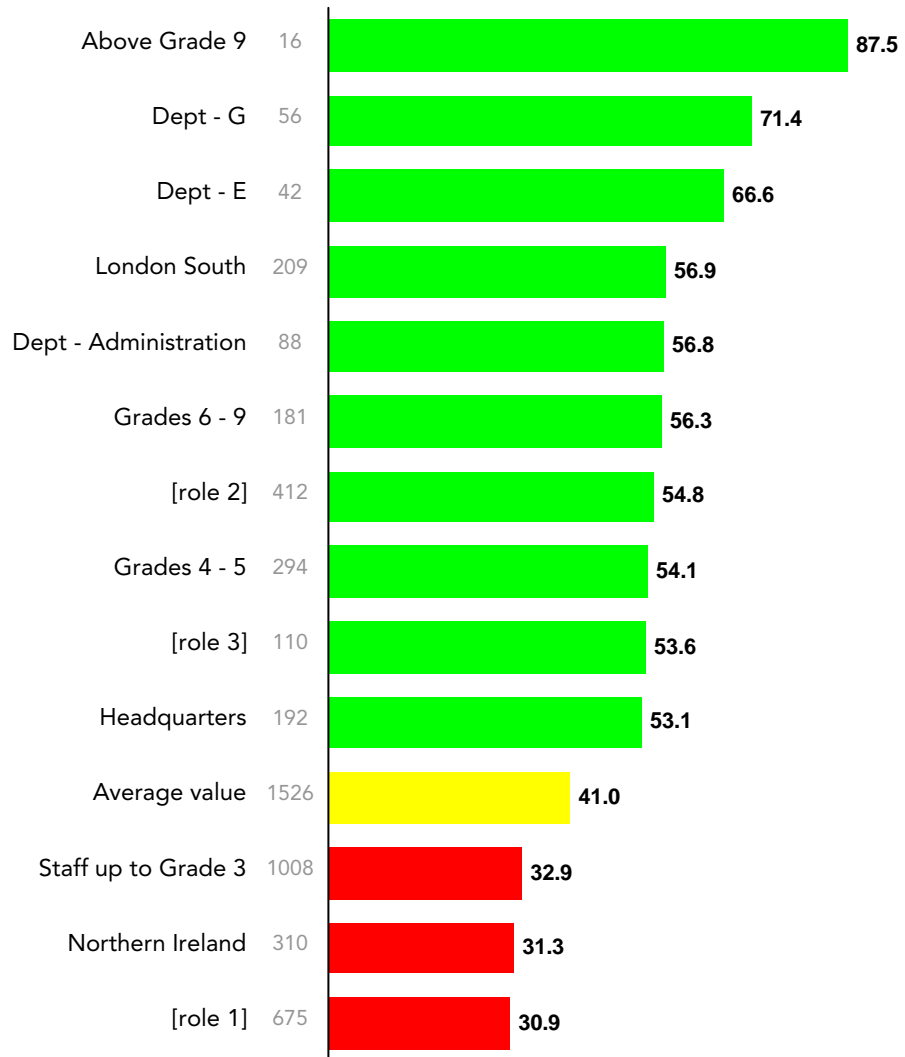


3.11.3 Make better use of the skills that staff bring with them to the organisation

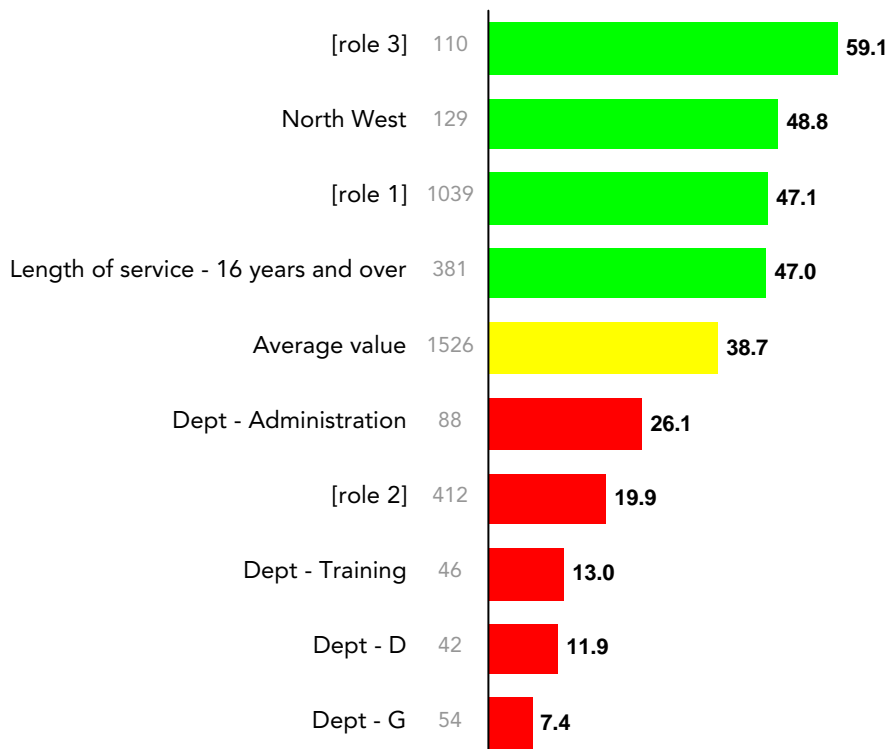


3.11 Priorities for future improvements

3.11.4 Improve the IT infrastructure to support us in our work

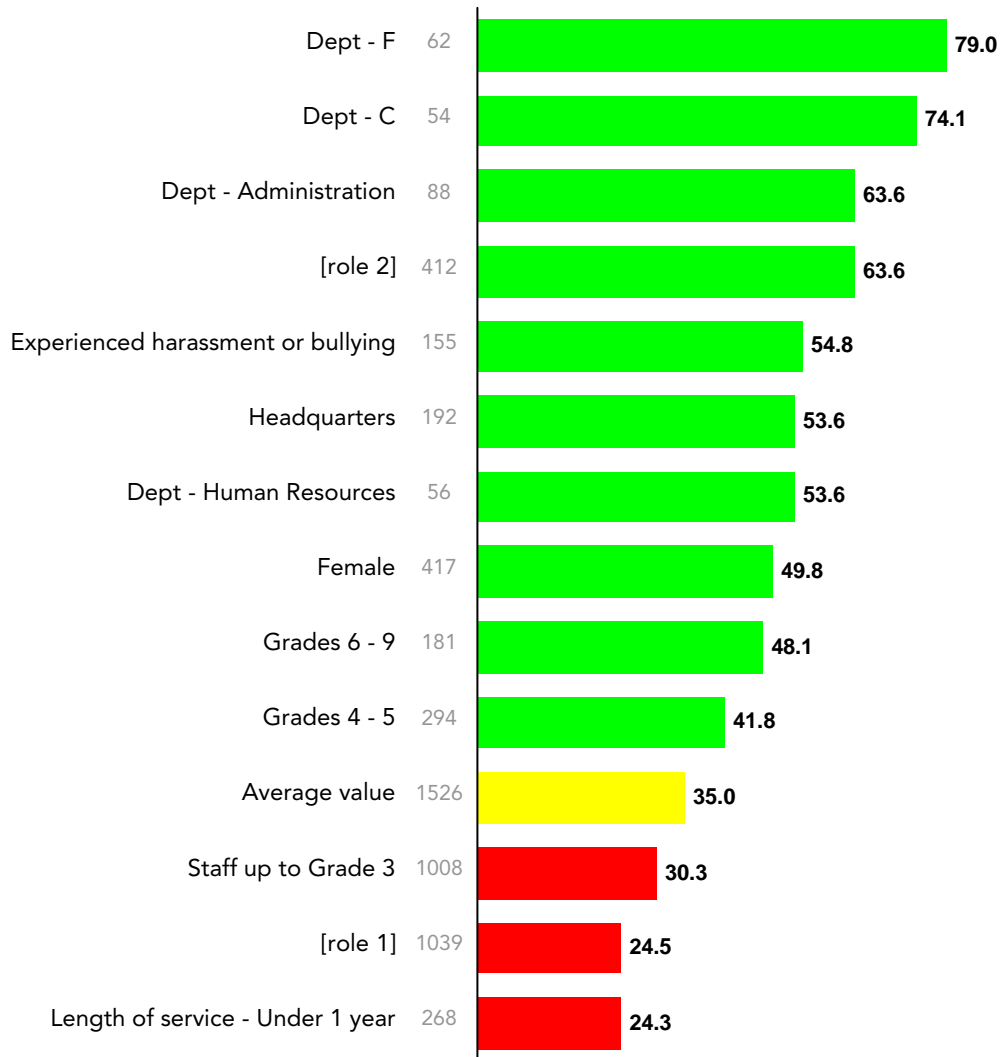


3.11.5 Improve performance by focusing on inefficiencies in bureaucracy and paperwork

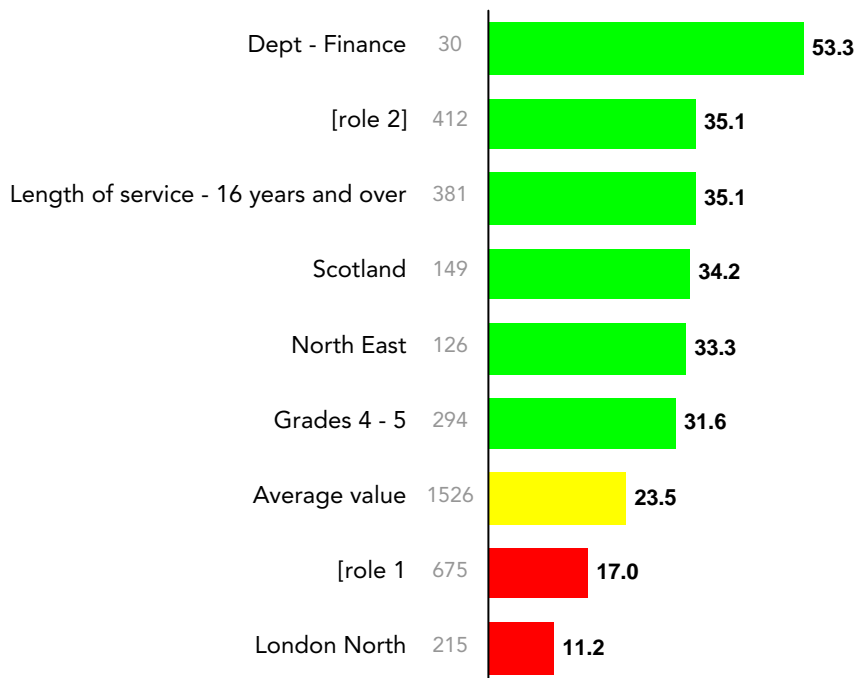


3.11 Priorities for future improvements

3.11.6 Do more to ensure that staff are treated and valued equally

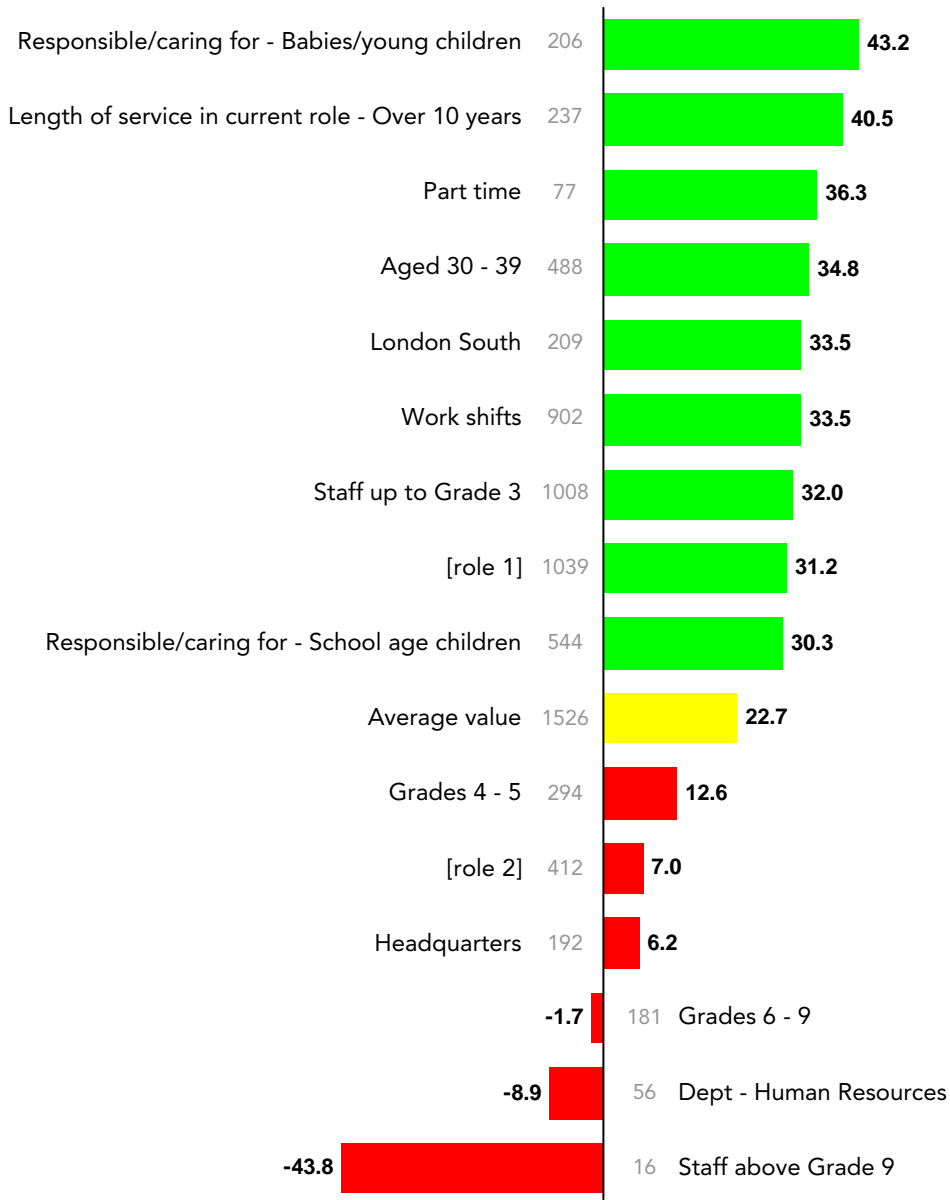


3.11.7 Do more to involve all staff in deciding how to improve performance in their own sections



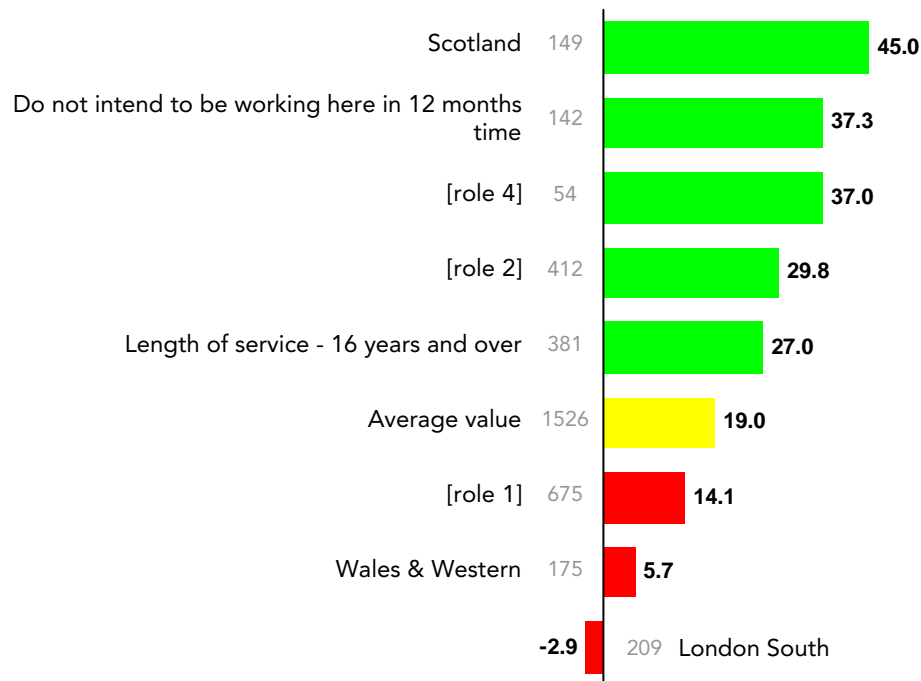
3.11 Priorities for future improvements

3.11.8 Do more to help us balance our working and personal lives

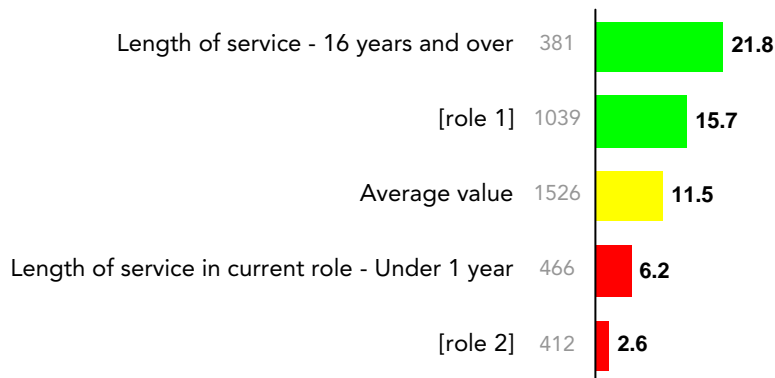


3.11 Priorities for future improvements

3.11.9 A system to ensure that management decisions are transparent and explained fully

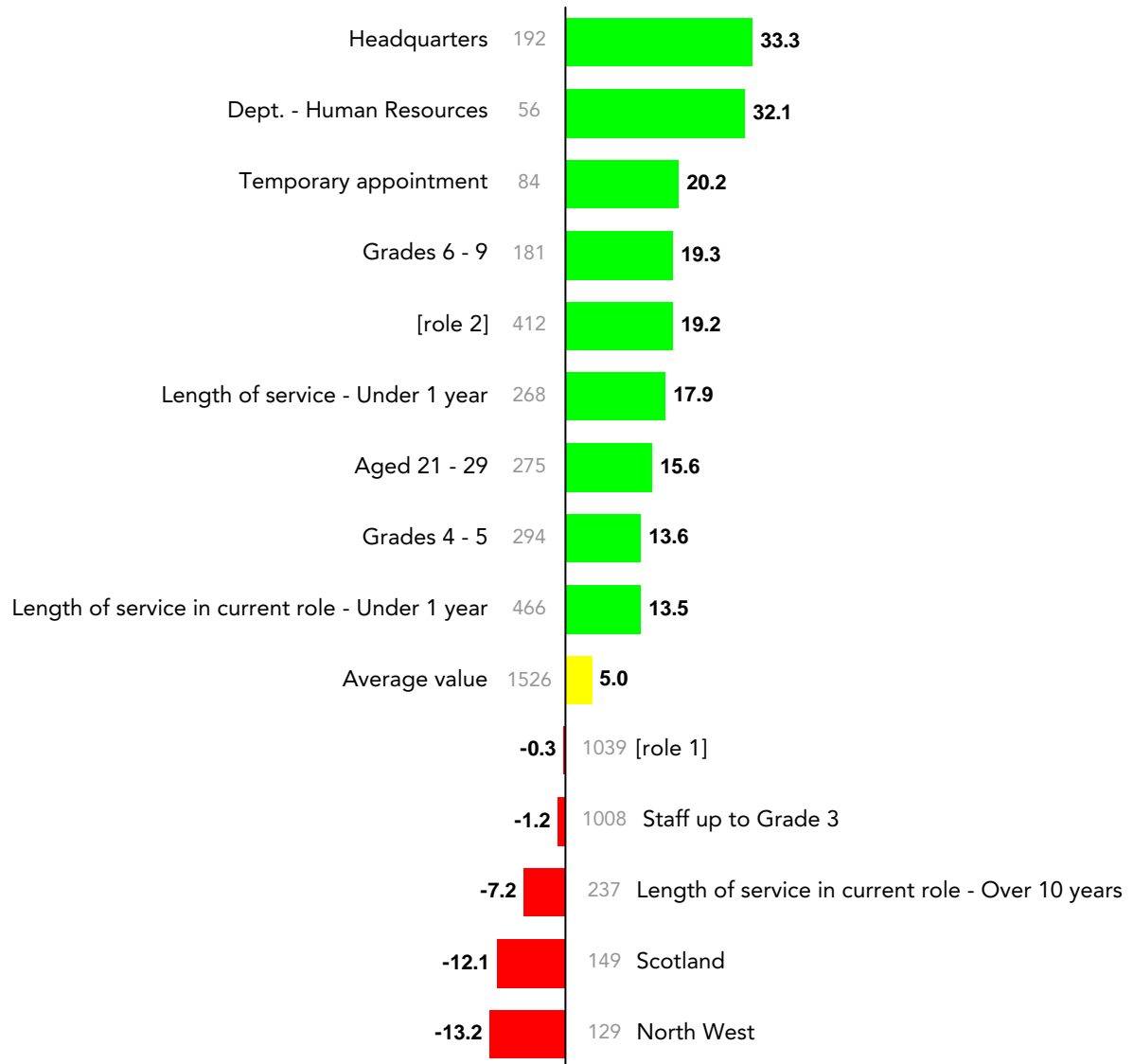


3.11.10 Allow employees greater freedom to act within the agreed boundaries of their role



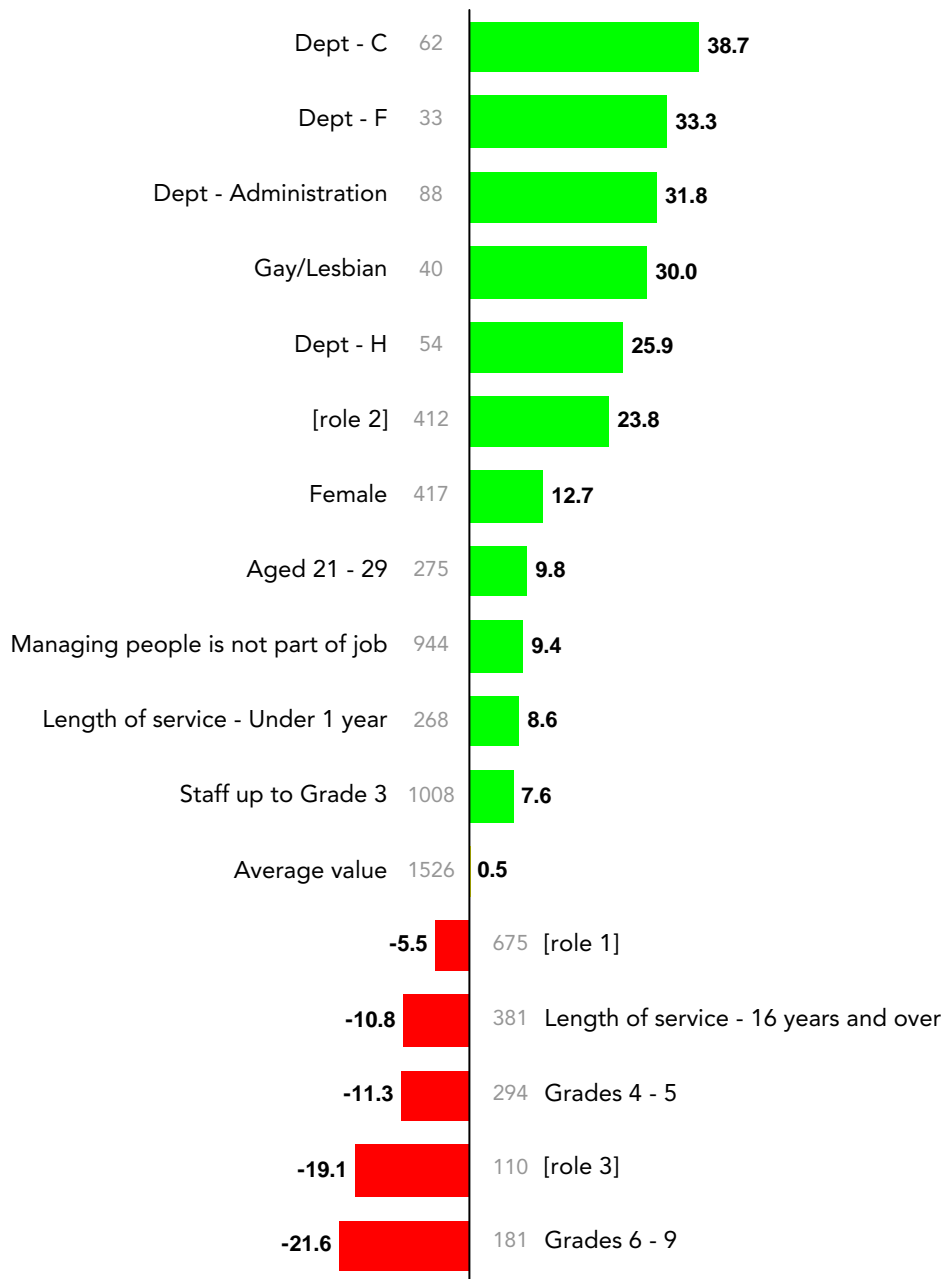
3.11 Priorities for future improvements

3.11.11 Better induction of new employees and new post holders



3.11 Priorities for future improvements

3.11.12 More consistency between all employees regarding their benefits, terms and conditions

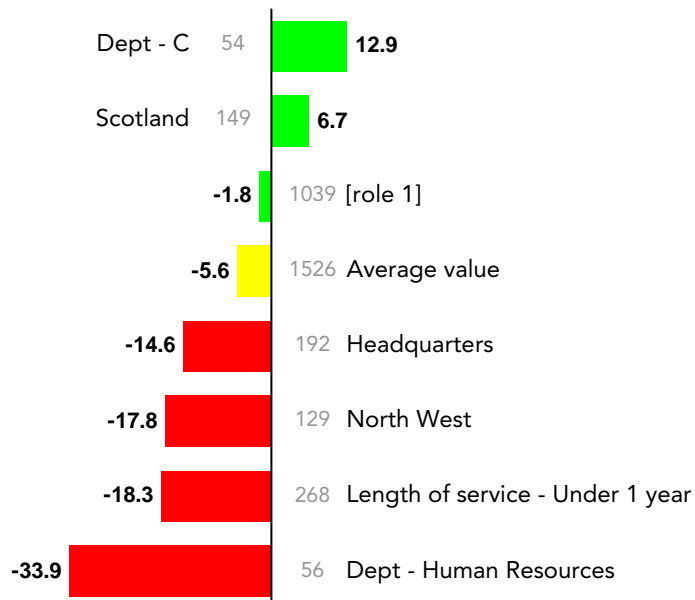


3.11 Priorities for future improvements

3.11.13 Greater movement/attachment opportunities for all staff in order to promote a healthy culture

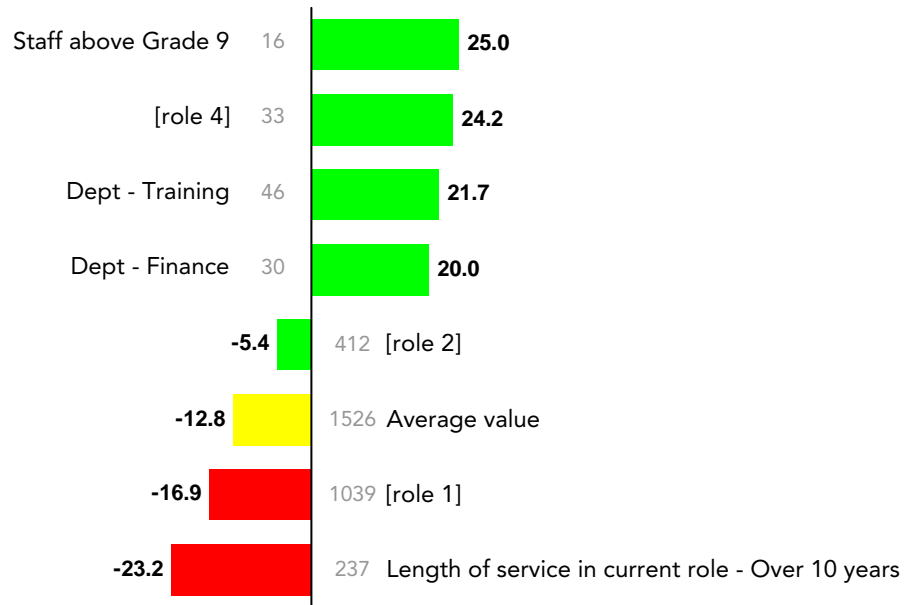


3.11.14 Improve our selection and promotion process so that interviews are only a part of it

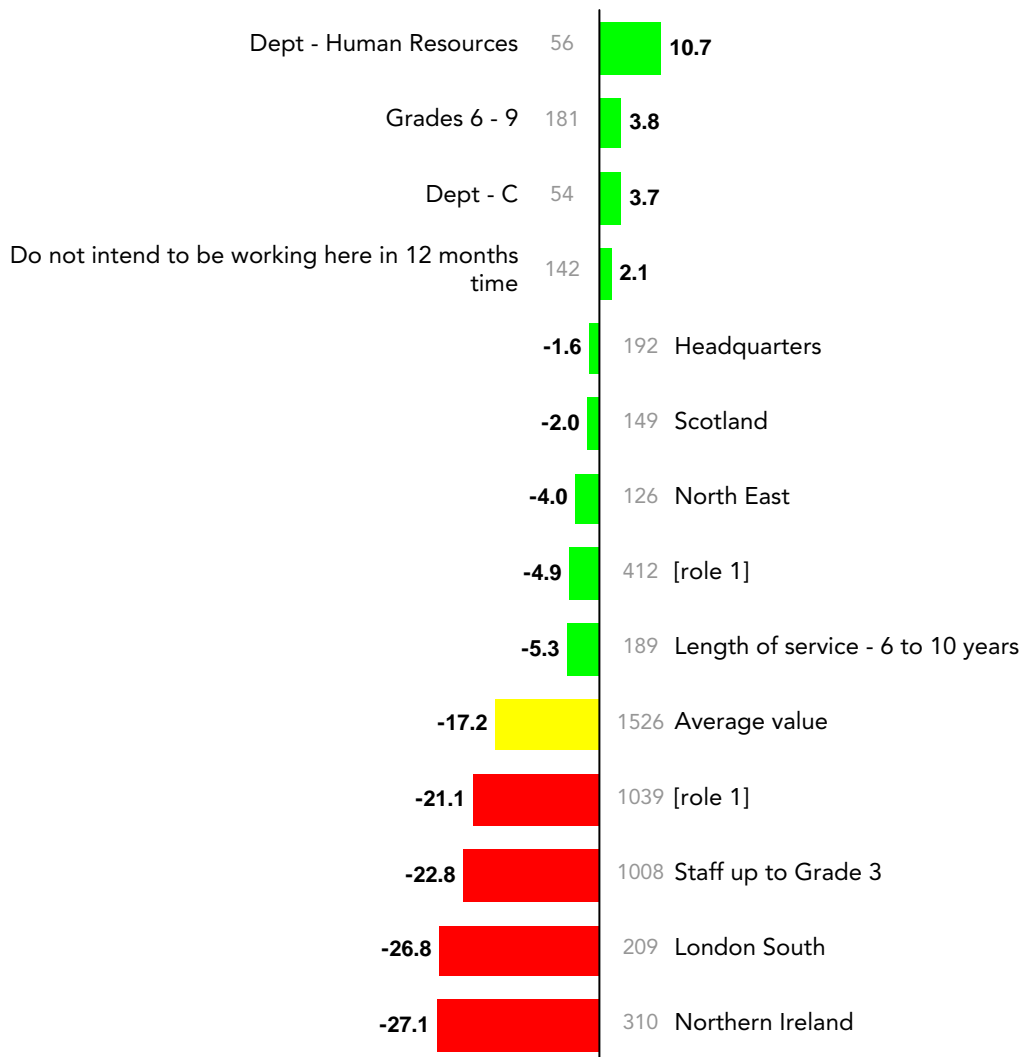


3.11 Priorities for future improvements

3.11.15 Supervisors to be trained & evaluated on appraisals to improve confidence in the system

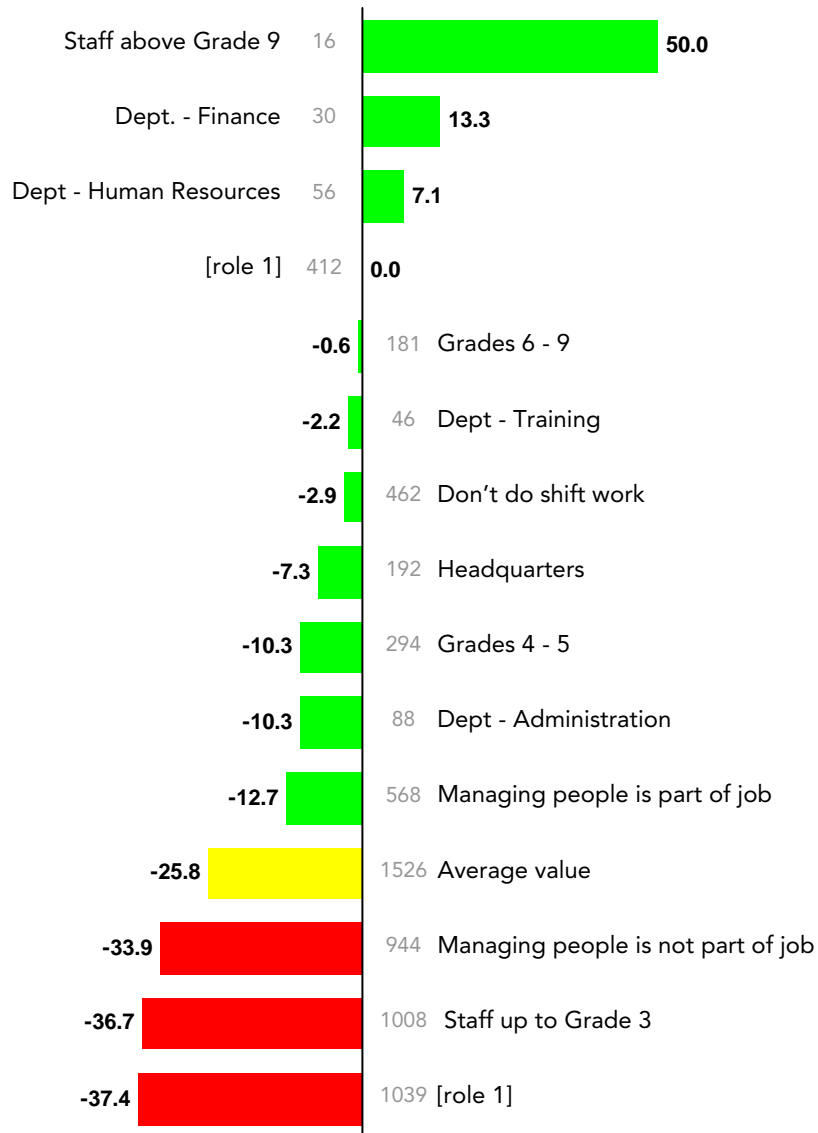


3.11.16 Address any inconsistencies in applying corporate policies between the different areas



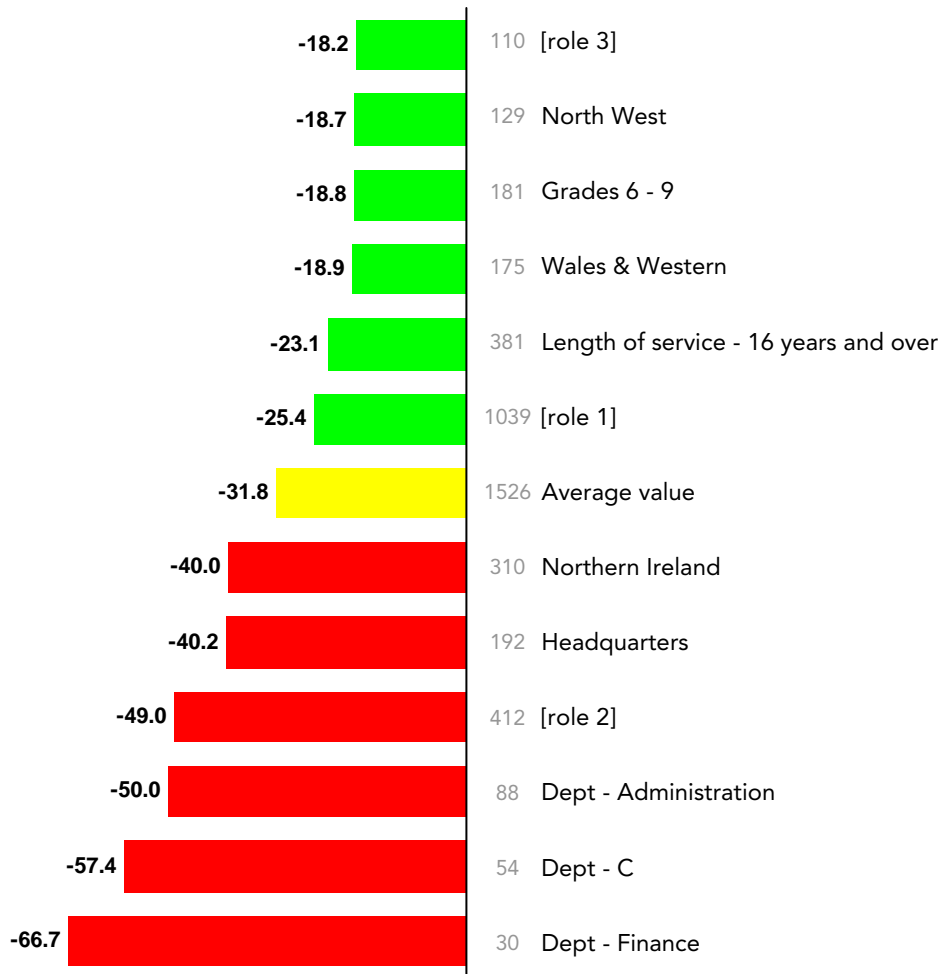
3.11 Priorities for future improvements

3.11.17 Place more emphasis on individual performance and personal development through the appraisal system

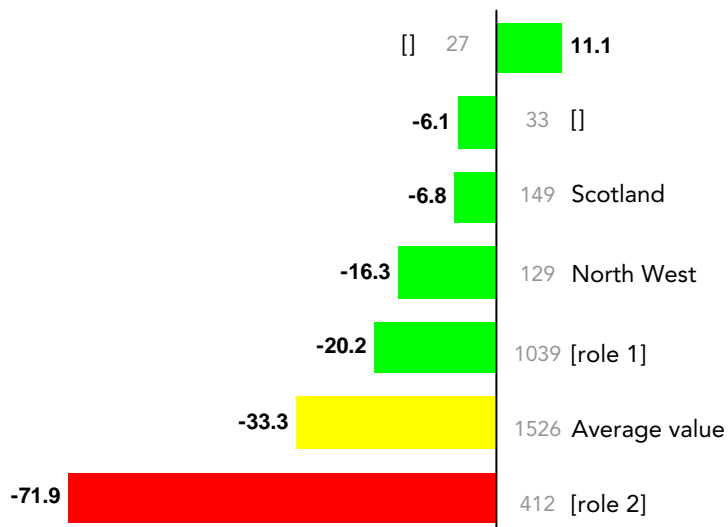


3.11 Priorities for future improvements

3.11.18 Do more to market and promote the organisation

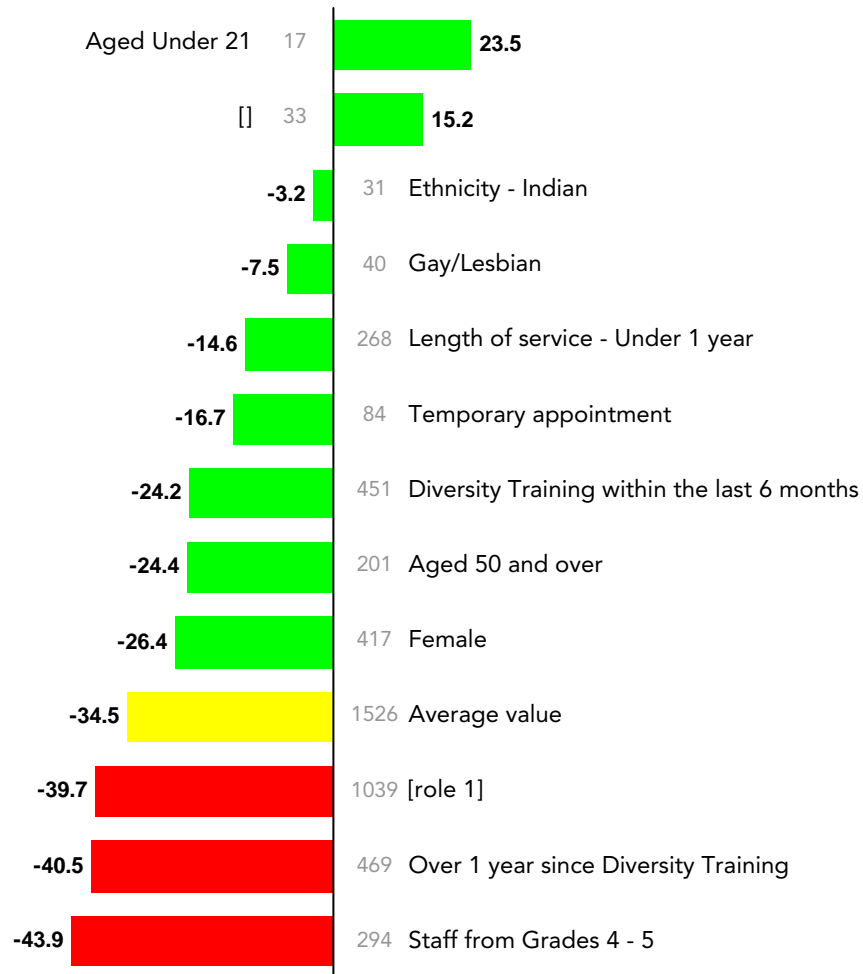


3.11.19 Improve the provision of []

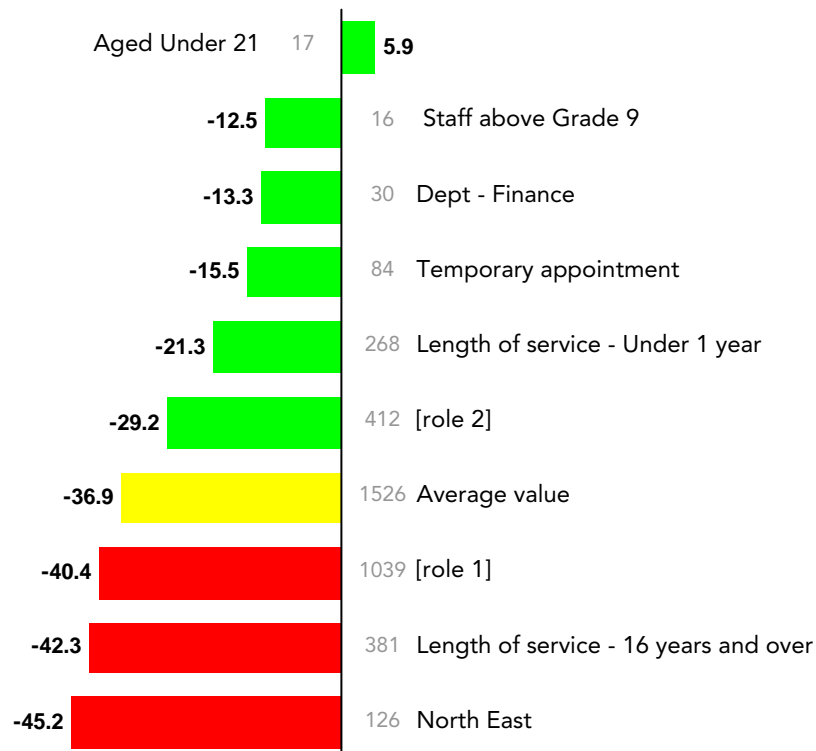


3.11 Priorities for future improvements

3.11.20 Positive action in recruiting to reflect the society we live in

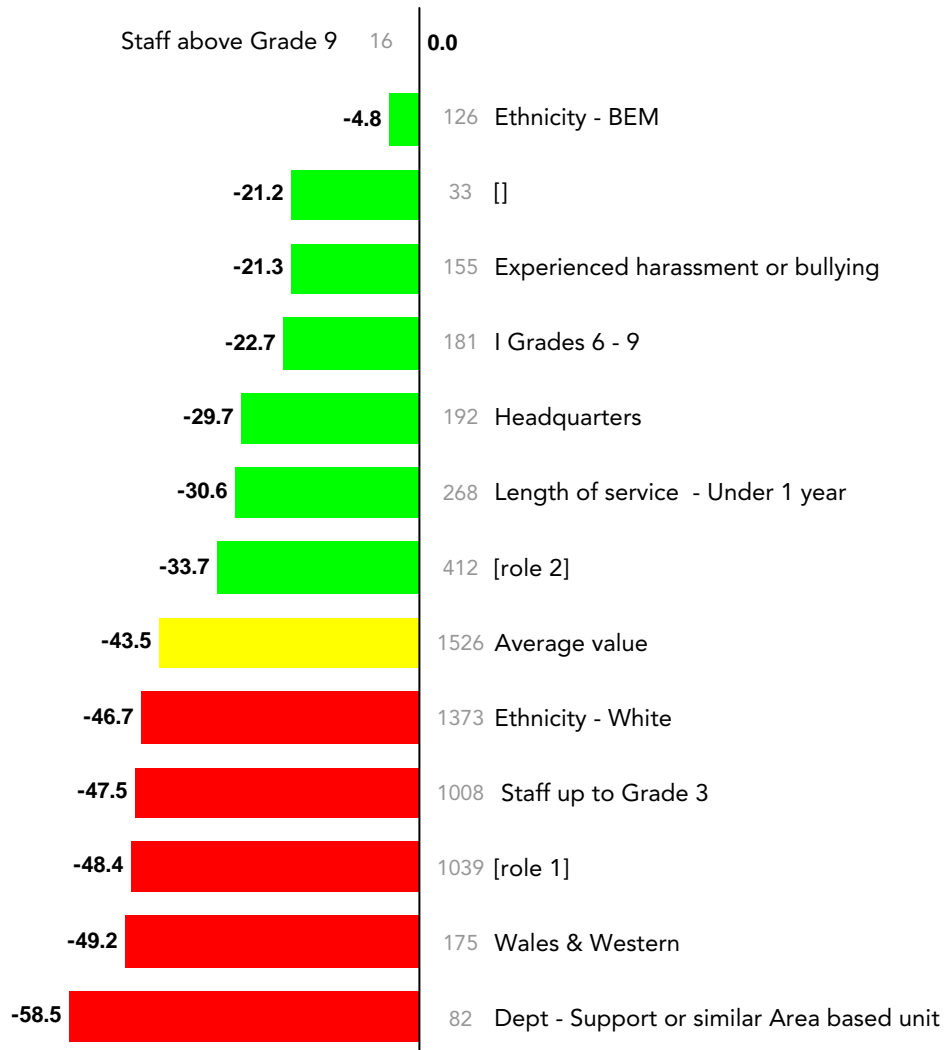


3.11.21 Concentrate on improving the organisation though focusing on continual small changes to the way we do things



3.11 Priorities for future improvements

3.11.22 To be more focused on diversity issues for female, black or minority ethnic and disabled employees



3.11.23 A greater level of advice and support on exams for staff

