



# YOUR VOICE 2017 STAFF SURVEY

CQC Overall

RESPONSE RATE: **84%**

RESPONSES: **2619** of 3121



**IN THIS REPORT:**

**Headlines**  
A TOP LINE SUMMARY OF KEY INSIGHTS

**Key results**  
SCORE SUMMARY AGAINST SELECTED COMPARATORS

**All results**  
DETAILED RESULTS OF THE ENTIRE QUESTION SET

**Action**  
INITIATIVES FOR MAINTAINING AND IMPROVING ENGAGEMENT

# DASHBOARD

## YOUR EMPLOYEE ENGAGEMENT SCORE:

# 62 %

VARIANCE from PREVIOUS SURVEY:

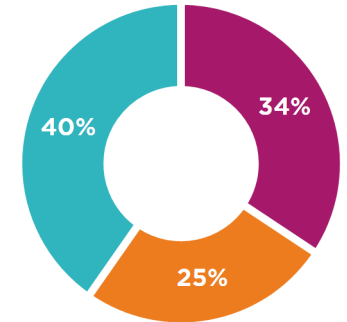
-1

**Employee engagement** is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals. The employee engagement score is calculated by correlating each section in the survey with the average score of the engagement index questions (q's 1, 2, 3 and 8) to show relative importance. The average score of each section is then multiplied by the relative importance. These are then added together to give the final engagement score.

### VARIANCE FROM PREVIOUS SURVEY

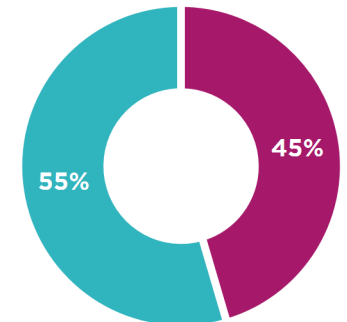
- 23 questions above
- 17 questions in line
- 27 questions below

A total of 67 questions can be compared to 2016



### VARIANCE FROM UK BENCHMARK

- 20 questions above
- 0 questions in line
- 24 questions below



### TOP 3 MOST IMPROVED QUESTIONS:

VARIANCE FROM PREVIOUS SURVEY

- Q61.** I believe CQC supports the health and wellbeing of staff +3
- Q33.** I feel that Leaders in my part of the organisation are sufficiently visible (all three definitions of leadership apply) +2
- Q44.** Learning and development activities I have completed in the past 12 months have helped to improve my performance +2



### TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

- Q54.** I believe that the work CQC does with service providers improves quality of care and encourages improvement 92%
- Q7.** I believe that CQC makes a positive difference to people's lives 91%
- Q35.** In my team, I can rely on support from my colleagues when I need it 91%

# GUIDE TO THIS REPORT

## NEW QUESTIONS

THIS YEAR'S SURVEY INCLUDES TWO NEW QUESTIONS AND QUESTIONS THAT HAVE BEEN UPDATED. NEW QUESTIONS CAN BE IDENTIFIED IN THE SCORECARD BY THE ABSENCE OF TREND DATA ('VARIANCE FROM PREVIOUS SURVEY' COLUMN).

## STATISTICAL SIGNIFICANCE

RESULTS MARKED BY AN 'S' HAVE BEEN IDENTIFIED AS 'STATISTICALLY SIGNIFICANT', THIS MEANS THERE IS A VERY LOW PROBABILITY THAT THE CHANGE IN SCORE HAS BEEN CAUSED BY RANDOM CHANCE.

## OPEN COMMENTS

PARTICIPANTS WERE ASKED TO COMMENT ON WHAT WOULD HELP MAKE CQC A GREAT PLACE TO WORK. EACH COMMENT WAS ASSIGNED TO A THEME AND SUB THEME AND THE TOP FIVE SUB THEMES AND COUNTS ARE SHOWN. THE INFORMATION IS ONLY SHOWN WHERE A MINIMUM OF 30 COMMENTS HAVE BEEN PROVIDED.

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	$151 + 166 = 317$					
% POSITIVE	$317 \div 613 = 52\%$					

## ROUNDING OF VARIANCE

FIGURES PROVIDED IN THE 'VARIANCE FROM PREVIOUS SURVEY' COLUMN ARE ALSO ROUNDED TO USING THE SAME APPROACH.

## ROUNDING OF RESPONSE SCALE

FIGURES IN THE RESPONSE SCALE BARS ARE ALSO SUBJECT TO ROUNDING AND MAY NOT ALWAYS MATCH THE FIGURE PROVIDED IN THE '% POSITIVE' COLUMN.

## ANONYMITY

THE SURVEY WAS COMPLETELY CONFIDENTIAL. ORC INTERNATIONAL ARE BOUND BY THE MARKET RESEARCH SOCIETY'S STRICT CODE OF CONDUCT AND ARE NOT PERMITTED TO REVEAL ANY INFORMATION THAT COULD IDENTIFY AN INDIVIDUAL. WE HAVE NOT REPORTED BACK ON GROUPS OF **LESS THAN 10 RESPONDENTS** TO FURTHER PROTECT ANONYMITY.

# HOW TO IMPROVE ENGAGEMENT



## WHAT TO FOCUS ON?

IN ORDER TO UNDERSTAND WHAT IS DRIVING ENGAGEMENT ACROSS CQC AND WITHIN IT, WE HAVE CONDUCTED 'KEY DRIVER ANALYSIS'.

KEY DRIVER ANALYSIS USES A COMBINATION OF STATISTICAL TECHNIQUES TO UNDERSTAND WHAT IS HAVING THE GREATEST IMPACT ON EMPLOYEE ENGAGEMENT.

THE QUESTIONS HERE ARE THE QUESTIONS WHICH HAVE BEEN IDENTIFIED AS HAVING THE BIGGEST IMPACT ON ENGAGEMENT.

BY FOCUSING EFFORTS HERE, YOU CAN HELP IMPROVE LEVELS OF ENGAGEMENT.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

S

STATISTICALLY SIGNIFICANT

%  
POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM UK BENCHMARK

		% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK	
<b>.1</b>	<b>Q19.</b> My role gives me a sense of personal accomplishment	<b>72%</b>	-1	-2	s
<b>.2</b>	<b>Q5.</b> I feel committed to CQC's strategic direction	<b>72%</b>	+2	-7	s ↓
<b>.3</b>	<b>Q58.</b> I am treated fairly at work	<b>74%</b>	0	-2	s
<b>.4</b>	<b>Q11.</b> I believe the values and behaviours of executive leaders (CEO and Executive Team) are consistent with the values of CQC	<b>59%</b>	0	-	
<b>.5</b>	<b>Q61.</b> I believe CQC supports the health and wellbeing of staff	<b>56%</b>	+3	+1	s s
<b>.6</b>	<b>Q7.</b> I believe that CQC makes a positive difference to people's lives	<b>91%</b>	+1	-	s

# HEADLINE SCORES

## HIGHEST POSITIVE SCORING QUESTIONS

% POSITIVE

**Q54.** I believe that the work CQC does with service providers improves quality of care and encourages improvement



**Q7.** I believe that CQC makes a positive difference to people's lives



**Q35.** In my team, I can rely on support from my colleagues when I need it



**Q9.** The values of CQC are relevant to my work



**Q53.** I believe that my work helps to improve care for people who use services



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q47.** I feel communications across different parts of CQC are effective



**Q50.** I believe that changes are effectively implemented in CQC



**Q14.** I believe internal policy and procedures are consistent with the values of CQC



**Q74.** I am aware that activity as a result of the last staff survey in 2016 led to change



**Q30.** Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership



## HIGHEST NEGATIVE SCORING QUESTIONS

% NEGATIVE

**Q50.** I believe that changes are effectively implemented in CQC



**Q70.** Compared with other people doing a similar role in other organisations, I think I am rewarded fairly



**Q42.** I am able to access the right learning and development opportunities when I need to



**Q51.** I have the opportunity to contribute my views before decisions are made that affect me



**Q47.** I feel communications across different parts of CQC are effective



## FIND YOUR HIGHEST SCORES

### THESE QUESTIONS ARE YOUR HIGHEST SCORING.

WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL)

WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? (AREAS OF CONCERN)

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE). LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

OVERALL PERCEPTIONS OF CQC		RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK	
	Q1. I feel proud to work for CQC	29	52	15		80%	+2	s	+10 ↑ s
	Q2. I would recommend CQC as a good place to work	16	47	21	12	63%	+2	s	+1 s
	Q3. I would like to be working for CQC in 12 months' time	30	41	18	8	71%	0		-2 s
	Q4. I understand CQC's strategic direction	19	57	16	7	75%	-1		-5 ↓ s
K	Q5. I feel committed to CQC's strategic direction	17	55	22		72%	+2	s	-7 ↓ s
	Q6. My personal morale is good	14	40	19	18	55%	+2	s	-
K	Q7. I believe that CQC makes a positive difference to people's lives	32	59		8	91%	+1	s	-
	Q8. Overall, I am satisfied working at CQC	17	49	19	11	67%	+1	s	-3 s

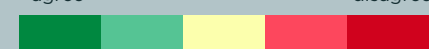
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**K** KEY DRIVER QUESTIONS  
**S** STATISTICALLY SIGNIFICANT

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



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VALUES AND BEHAVIOURS		RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
	<b>Q9.</b> The values of CQC are relevant to my work	37	53	8		90%	0	-
	<b>Q10.</b> I believe CQC employees display the values and behaviours	13	55	21	8	68%	0	-
K	<b>Q11.</b> I believe the values and behaviours of executive leaders (CEO and Executive Team) are consistent with the values of CQC	14	45	27	10	59%	0	-
	<b>Q12.</b> I believe the values and behaviours of senior leaders in my part of the organisation (Director and "Heads of") are consistent with the values of CQC	17	45	22	11	63%	+2	s +11 ↑ s
	<b>Q13.</b> I believe the values and behaviours of leaders (anyone who leads a team - Managers and Team Leaders) are consistent with the values of CQC	16	50	22	10	66%	0	-
	<b>Q14.</b> I believe internal policy and procedures are consistent with the values of CQC	9	43	32	12	52%	+1	-

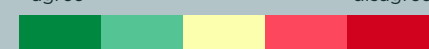
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MY ROLE	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY		VARIANCE FROM UK BENCHMARK	
<b>Q15.</b> I have a clear understanding of my contribution to achieving the objectives of CQC	23	61	11			84%	-1	s	-2	s
<b>Q16.</b> I am clear about what I am expected to achieve in my role	24	58	10			82%	-2	s	-2	s
<b>Q17.</b> I have the equipment/technology to carry out my role	10	40	17	22	11	50%	-10	↓ s	-15	↓ s
<b>Q18.</b> I am able to make improvements happen in my area of work	13	48	23	12		61%	-		-	
<b>K Q19.</b> My role gives me a sense of personal accomplishment	22	50	16	8		72%	-1		-2	s

LEADERSHIP AND MANAGEMENT	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY		VARIANCE FROM UK BENCHMARK	
<b>Q20.</b> My Line Manager motivates me to do my role well	32	42	14	7		75%	+1		+8	↑ s
<b>Q21.</b> My Line Manager trusts me to do my job	43	43	9			86%	-1	s	-	
<b>Q22.</b> My Line Manager supports me in carrying out my role	37	43	11			81%	+1		+2	s
<b>Q23.</b> My Line Manager is open to my ideas and suggestions	39	44	12			82%	0		+4	s

<b>KEY</b>	<b>K</b>	KEY DRIVER QUESTIONS	↑	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
	<b>S</b>	STATISTICALLY SIGNIFICANT	↓	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					



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LEADERSHIP AND MANAGEMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY		VARIANCE FROM UK BENCHMARK	
<b>Q24.</b> My Line Manager keeps me informed sufficiently to undertake my role	33	45	14	8	78%	-1	s	+6	↑ s
<b>Q25.</b> My Line Manager gives praise and recognition for my contribution	37	43	12	8	80%	+1		+4	s
<b>Q26.</b> I have regular 1:1 performance and development discussions with my Line Manager	34	47	9	8	80%	-2	s	+8	↑ s
<b>Q27.</b> My Line Manager gives me feedback on my performance which helps me to improve my work	30	44	15	8	74%	-1	s	+10	↑ s
<b>Q28.</b> My Line Manager constructively challenges me about the quality of my performance	27	43	18	9	70%	-1		-	
<b>Q29.</b> My Line Manager shows a genuine interest in my wellbeing	43	38	11	8	81%	0		-	
<b>Q30.</b> Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	10	46	30	11	55%	-1		-	
<b>Q31.</b> Senior leaders in CQC in my part of the organisation (Director and "Heads of") provide clear direction and leadership	12	44	27	14	56%	-1	s	+2	s
<b>Q32.</b> Overall, I have confidence in the decisions made by Leaders in my part of the organisation (all three definitions of leadership apply)	10	42	28	14	52%	-2	s	+2	s
<b>Q33.</b> I feel that Leaders in my part of the organisation are sufficiently visible (all three definitions of leadership apply)	12	47	23	13	60%	+2	s	+6	↑ s

<b>KEY</b>	<b>K</b> KEY DRIVER QUESTIONS	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
	<b>S</b> STATISTICALLY SIGNIFICANT	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

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TEAMWORK	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
<b>Q34.</b> My team works together to produce effective outcomes	40	48	7		88%	0	+7 ↑ s
<b>Q35.</b> In my team, I can rely on support from my colleagues when I need it	48	42			91%	0	+7 ↑ s
<b>Q36.</b> In my team, I feel that we all respect each other	45	42	7		87%	+1	+18 ↑ s
<b>Q37.</b> My team meetings are useful and effective	29	46	15	7	75%	+2	s -
<b>Q38.</b> My team collaborates effectively with other teams across my directorate	23	46	19	9	69%	-2	s +11 ↑ s
<b>Q39.</b> My team collaborates effectively with teams from other directorates with whom we interact	19	42	23	11	62%	0	-

### KEY

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Strongly agree Agree Neither Disagree Strongly disagree



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LEARNING AND DEVELOPMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY		VARIANCE FROM UK BENCHMARK		
<b>Q40.</b> I feel fully involved in my performance and development reviews	25	49	16	7	74%	-1	s	-		
<b>Q41.</b> I believe there are opportunities for development and growth within the organisation	12	32	24	20	12	44%	+1	-11	↓ s	
<b>Q42.</b> I am able to access the right learning and development opportunities when I need to	7	30	27	24	11	38%	-4	s	-	
<b>Q43.</b> My Line Manager is supportive of me finding time in my role to pursue my learning needs	21	46	23	7	66%	-	-	-		
<b>Q44.</b> Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	37	27	17	8	48%	+2	s	-5	↓ s

COMMUNICATION	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY		VARIANCE FROM UK BENCHMARK	
<b>Q45.</b> I feel I am kept informed about matters affecting me in a timely manner	10	44	22	18	54%	-5	↓ s	-4	s
<b>Q46.</b> It is easy for me to find information I need to carry out my role	7	36	24	24	9	43%	0	-28	↓ s
<b>Q47.</b> I feel communications across different parts of CQC are effective	27	34	25	10	31%	0	-14	↓ s	s

<b>KEY</b>	<b>K</b> KEY DRIVER QUESTIONS	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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MANAGING CHANGE	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
<b>Q48.</b> The reasons behind organisational changes are clearly communicated	39	28	22	7	44%	-6 ↓ s	-8 ↓ s
<b>Q49.</b> I understand the reasons why organisational changes are made	7	47	26	15	54%	-6 ↓ s	-
<b>Q50.</b> I believe that changes are effectively implemented in CQC	19	34	29	14	22%	-6 ↓ s	-12 ↓ s
<b>Q51.</b> I have the opportunity to contribute my views before decisions are made that affect me	33	27	23	12	38%	+2 s	-4 s
<b>Q52.</b> I think it is safe to challenge the way things are done in CQC	7	36	28	19	42%	0	-7 ↓ s

SERVICE FOCUS	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
<b>Q53.</b> I believe that my work helps to improve care for people who use services	35	55	8		90%	+2 s	-
<b>Q54.</b> I believe that the work CQC does with service providers improves quality of care and encourages improvement	36	56			92%	+1 s	-
<b>Q55.</b> My team has a culture of ensuring effective service delivery to other teams across CQC	29	48	18		77%	-1 s	-

<b>KEY</b>	<b>K</b> KEY DRIVER QUESTIONS	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	
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INCLUSION, WELLBEING AND BEHAVIOUR AT WORK		RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK	
	<b>Q56.</b> I believe that CQC promotes equality, diversity and human rights in all our work	21	55	16	8		76%	+1		-
	<b>Q57.</b> I believe that CQC provides equal opportunities for career progression or promotion	13	38	24	17	8	51%	-2	s	-16 ↓ s
K	<b>Q58.</b> I am treated fairly at work	22	52	16	8		74%	0		-2 s
	<b>Q59.</b> I am treated with respect by the people I work with across CQC	23	56	13	7		79%	0		-
	<b>Q60.</b> I think that CQC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22	52	16	7		74%	+1		-2 s
K	<b>Q61.</b> I believe CQC supports the health and wellbeing of staff	14	42	19	16	8	56%	+3	s	+1 s
	<b>Q62.</b> I have a manageable workload	9	40	18	20	14	49%	0		-10 ↓ s
	<b>Q63.</b> I achieve a good work-life balance	12	41	18	18	11	52%	+2	s	-14 ↓ s
	<b>Q64.</b> I feel that CQC is committed to an environment which is free from bullying and harassment	16	45	20	12	7	61%	-2	s	-

### KEY

**K** KEY DRIVER QUESTIONS  
**S** STATISTICALLY SIGNIFICANT



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

ALL PARTICIPANTS WERE ASKED THESE 3 QUESTIONS.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH OPTION.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q65.</b> I know how to report bullying/harassment at work				
Yes	89%		2314	-
No	8%		211	-
Prefer not to say	3%		71	-
<b>Q66.</b> In the last 12 months, I have witnessed bullying, harassment or abuse at work				
Yes	21%		558	+2
No	72%		1863	-1
Prefer not to say	7%		175	-1
<b>Q67.</b> In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff				
Yes	13%		326	+1
No	81%		2093	0
Prefer not to say	7%		177	0

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 67 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

PARTICIPANTS WERE ABLE TO SELECT MORE THAN ONE RESPONSE OPTION TO THIS QUESTION.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q67a.</b> What form did this take?				
Email tone and style	51%		166	-3
Excessive criticism	44%		143	-1
Humiliation or degrading behaviour	32%		105	-1
Intimidation/threatening behaviour	24%		77	0
Ignoring or ostracising you	34%		112	0
Physical abuse	Minimum of 10 responses to option not achieved			
Unfair treatment	44%		145	-1
Verbal abuse	10%		34	-2
Other	15%		48	-6
Prefer not to say	6%		19	-

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 67 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

PARTICIPANTS WERE ABLE TO SELECT MORE THAN ONE RESPONSE OPTION TO THIS QUESTION.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q67b.</b> From which colleague did you receive this behaviour?				
Peer	20%		65	+4
Line manager	40%		130	+6
Senior manager (Executive Director, Director, DCI's and Head of Function)	25%		80	-8
Other colleague	27%		88	+1
Prefer not to say	15%		48	-2



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

FOR QUESTIONS 67C AND 67D, IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 67 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

ALL PARTICIPANTS WERE ASKED QUESTION 68.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q67c.</b> Have you reported the bullying/harassment?				
Yes	41%		133	+1
No	40%		131	-4
Prefer not to say	19%		62	+3
<b>Q67d.</b> Were you satisfied with how the bullying/harassment was dealt with?				
Yes	14%		46	+3
No	44%		144	-3
Prefer not to say	42%		135	0
<b>Q68.</b> In the last 12 months, I have experienced harassment, bullying or abuse at work from people other than CQC staff (e.g. members of the public and service users)				
Yes	9%		242	+2
No	87%		2270	-2
Prefer not to say	3%		83	0

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

FOR QUESTIONS 68A AND 68B, IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 68 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

ALL PARTICIPANTS WERE ASKED QUESTION 69.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q68a.</b> Have you reported the bullying/harassment?				
Yes	50%		120	-1
No	38%		91	-4
Prefer not to say	13%		31	+5
<b>Q68b.</b> Were you satisfied with how the bullying/harassment was dealt with?				
Yes	35%		85	0
No	23%		55	-8
Prefer not to say	42%		101	+7
<b>Q69.</b> In the last 12 months, I have personally experienced discrimination at work from any of the following: my manager/ team leader or other colleagues				
Yes	6%		149	+1
No	89%		2305	0
Prefer not to say	5%		141	-1

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 69 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

PARTICIPANTS WERE ABLE TO SELECT MORE THAN ONE RESPONSE OPTION TO THIS QUESTION.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q69a.</b> On which of the following grounds do you feel the discrimination was based?				
Age	13%		20	-2
Disability	19%		28	-9
Gender reassignment	Minimum of 10 responses to option not achieved			
Marriage and civil partnership	Minimum of 10 responses to option not achieved			
Pregnancy and maternity	Minimum of 10 responses to option not achieved			
Race	12%		18	-1
Religion or belief	Minimum of 10 responses to option not achieved			
Sex	13%		19	+2
Sexual orientation	Minimum of 10 responses to option not achieved			
Caring Responsibilities	12%		18	-9
Other	39%		58	+18
Prefer not to say	13%		19	-

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 69 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

PARTICIPANTS WERE ABLE TO SELECT MORE THAN ONE RESPONSE OPTION TO THIS QUESTION.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED FOR EACH OPTION.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q69b.</b> From which colleague did you receive this behaviour?				
Peer	16%		24	+1
Line manager	44%		66	-1
Senior manager (Executive Director, Director, DCI's and Head of Function)	31%		46	+5
Other colleague	26%		39	+7
Prefer not to say	15%		23	-3

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 69 THEY WERE INVITED TO EXPAND ON THEIR RESPONSE.

THIS PAGE SHOWS THE NUMBER OF INDIVIDUAL RESPONSES TO EACH CATEGORY.

NOTE: THIS DATA WILL ONLY BE VISIBLE WHERE A MINIMUM OF 10 RESPONSES WERE ACHIEVED.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	RESPONSE SCALE	RESPONSE COUNT	VARIANCE FROM PREVIOUS SURVEY
<b>Q69c.</b> Have you reported the discrimination?				
Yes	28%		42	+4
No	50%		74	-17
Prefer not to say	22%		33	+13
<b>Q69d.</b> Were you satisfied with how the discrimination was dealt with?				
Yes	Minimum of 10 responses to option not achieved			
No	45%		66	-3
Prefer not to say	50%		74	+2

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE). LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

REWARD AND RECOGNITION	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
<b>Q70.</b> Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	36	22	24	12		42%	-5 ↓ s	+5 ↑ s
<b>Q71.</b> I am satisfied with my overall reward package (e.g. benefits, pension, annual leave, etc.)	41	21	23	9	7	48%	-7 ↓ s	+1 s
<b>Q72.</b> I feel recognised for my contribution at CQC	39	27	19	8	7	46%	0	-17 ↓ s

SURVEY ACTIONS	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM UK BENCHMARK
<b>Q73.</b> I believe action will be taken on the results of this survey	35	29	17	12	8	43%	-2 s	-4 s
<b>Q74.</b> I am aware that activity as a result of the last staff survey in 2016 led to change	35	32	18	7	8	43%	-3 s	-

<b>KEY</b>	<b>K</b> KEY DRIVER QUESTIONS	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
	<b>S</b> STATISTICALLY SIGNIFICANT	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

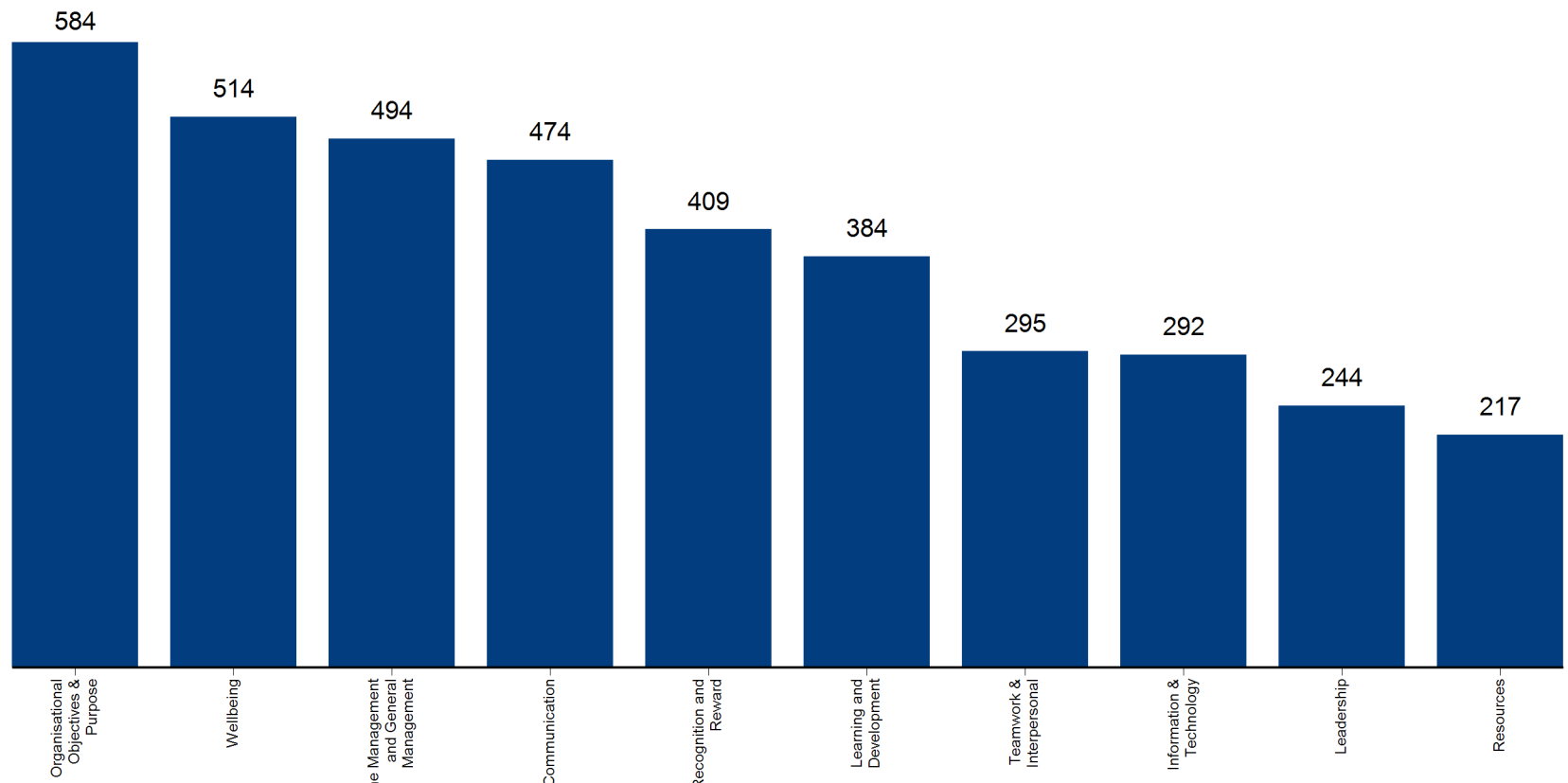


## WHAT ARE YOUR COLLEAGUES SAYING ABOUT THEIR WORKING EXPERIENCES?

THE COMMENTS MADE BY YOUR COLLEAGUES WERE GROUPED INTO THEMES.

THE BAR CHART SHOWS THE 10 TOP THEMES AND THE COUNT FOR EACH ONE, TO GIVE YOU AN IDEA OF WHERE TO FOCUS ACTION

## Do you have any other suggestions which would help make CQC a great place to work?





WHAT'S NEXT?

EMPLOYEES HAVE GIVEN THEIR FEEDBACK AND THESE RESULTS SHOW YOU WHERE YOU NEED TO MAKE IMPROVEMENTS OR WHERE YOU ARE PERFORMING WELL.

IT IS IMPORTANT TO DISCUSS THINGS FULLY IN ORDER TO UNDERSTAND UNDERLYING REASONS FOR THEIR OPINIONS BEFORE TAKING ACTION.

DON'T JUST WAIT FOR THE NEXT SURVEY. KEEP ASKING YOUR COLLEAGUES FOR THEIR FEEDBACK AND IDEAS THROUGHOUT THE YEAR.

SOME ACTIONS MAY BE 'QUICK WINS' AND SHORT TERM. HOWEVER, IN MOST INSTANCES, YOU WILL NEED TO THINK LONGER TERM.

WHAT DO YOU WANT EMPLOYEES TO BE SAYING ABOUT THEIR WORKING LIVES IN THE FUTURE? WHAT SHOULD BE PUT IN PLACE TO ACHIEVE THIS?

43%

of employees replied favourably to:

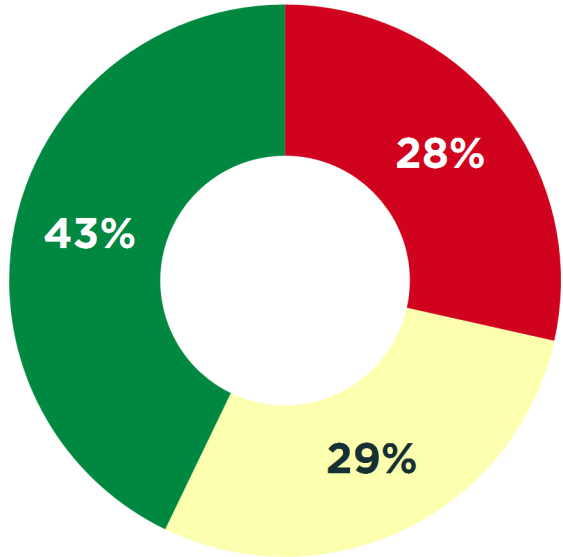
'I believe action will be taken on the results of this survey.'

VARIANCE FROM PREVIOUS SURVEY

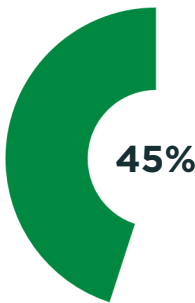
-2

VARIANCE FROM UK BENCHMARK

-4



PREVIOUS SURVEY



BENCHMARK



% positive % neutral % negative



# REFLECTIONS



## USE THIS PAGE TO THINK ABOUT YOUR RESULTS

TAKE SOME TIME TO DISCUSS THE RESULTS WITH COLLEAGUES. USE THIS PROMPT SHEET TO HELP STRUCTURE YOUR DISCUSSION.

A GOOD STARTING POINT FOR ACTION WOULD BE TO LOOK AT THE SIX QUESTIONS MOST LIKELY TO IMPROVE ENGAGEMENT ON PAGE 4



### CELEBRATE

The things we do well:

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THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



### INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?