

Our People Survey 2018 Your Voice

YOUR VOICE 2018 - OUR PEOPLE SURVEY

CQC Overall

RESPONSE RATE: **80%**

RESPONSES: **2608** of 3277



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 3S EMPLOYEE ENGAGEMENT INDEX:



71 %

3S Employee engagement index This measure is new for Your Voice 2018. It is based on ORC's standard Say Stay Strive model. This is made up of a combination of factors that influence how people think and feel about the organisation and how this impacts their behaviour at work. This survey tells us statistically, what makes people feel more or less engaged - or more or less likely to speak well of CQC (SAY), their desire to stay at CQC (STAY) and their willingness to go above and beyond at CQC (STRIVE). This index score is calculated as an average mean of questions 1, 2, 3 and 4.

YOUR EMPLOYEE ENGAGEMENT SCORE:

61 %

VARIANCE from YOUR VOICE 2017:

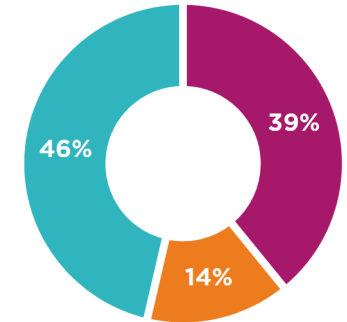
-1

Employee engagement score We have used this method of tracking engagement since 2010. 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, 3, 4 and 9) 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.

A total of 69 questions can be compared to 2017

SCORE VARIANCE FROM YOUR VOICE 2017

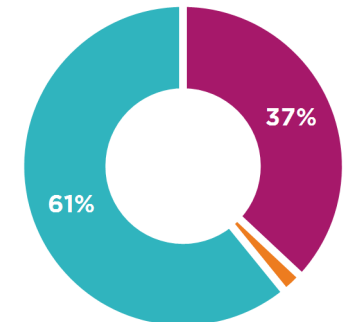
- 27 questions above
- 10 questions in line
- 32 questions below



A total of 46 questions can be compared to ORC's UK benchmark group

SCORE VARIANCE FROM UK BENCHMARK

- 17 questions above
- 1 question in line
- 28 questions below



TOP 3 MOST IMPROVED QUESTIONS:

VARIANCE FROM YOUR VOICE 2017

Q5. My personal morale is good

+3

Q42. I believe there are opportunities for development and growth within the organisation

+3

Q1. I feel proud to work for CQC

+3



TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

Q8. I believe that CQC makes a positive difference to people's lives

92%

Q10. The values of CQC are relevant to my work

91%

Q55. I believe that the work CQC does with service providers improves quality of care and encourages improvement

91%



GUIDE TO THIS REPORT

NEW QUESTIONS

THIS YEAR'S SURVEY INCLUDES ONE NEW QUESTION AND SOME QUESTIONS HAVE BEEN UPDATED WITH TEXT CHANGES. 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 ÷ 613 = 52%					

ROUNDING OF VARIANCE

FIGURES PROVIDED IN THE 'VARIANCE FROM PREVIOUS SURVEY' COLUMN ARE ALSO ROUNDED 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.

3S EMPLOYEE ENGAGEMENT INDEX

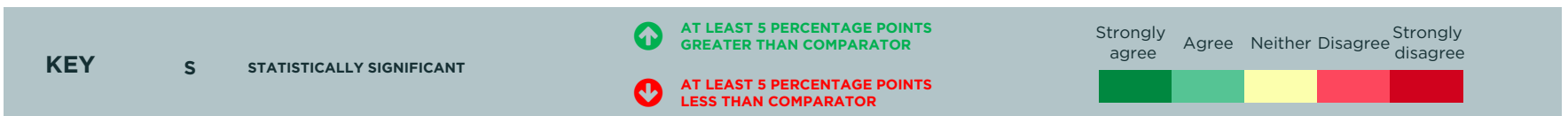
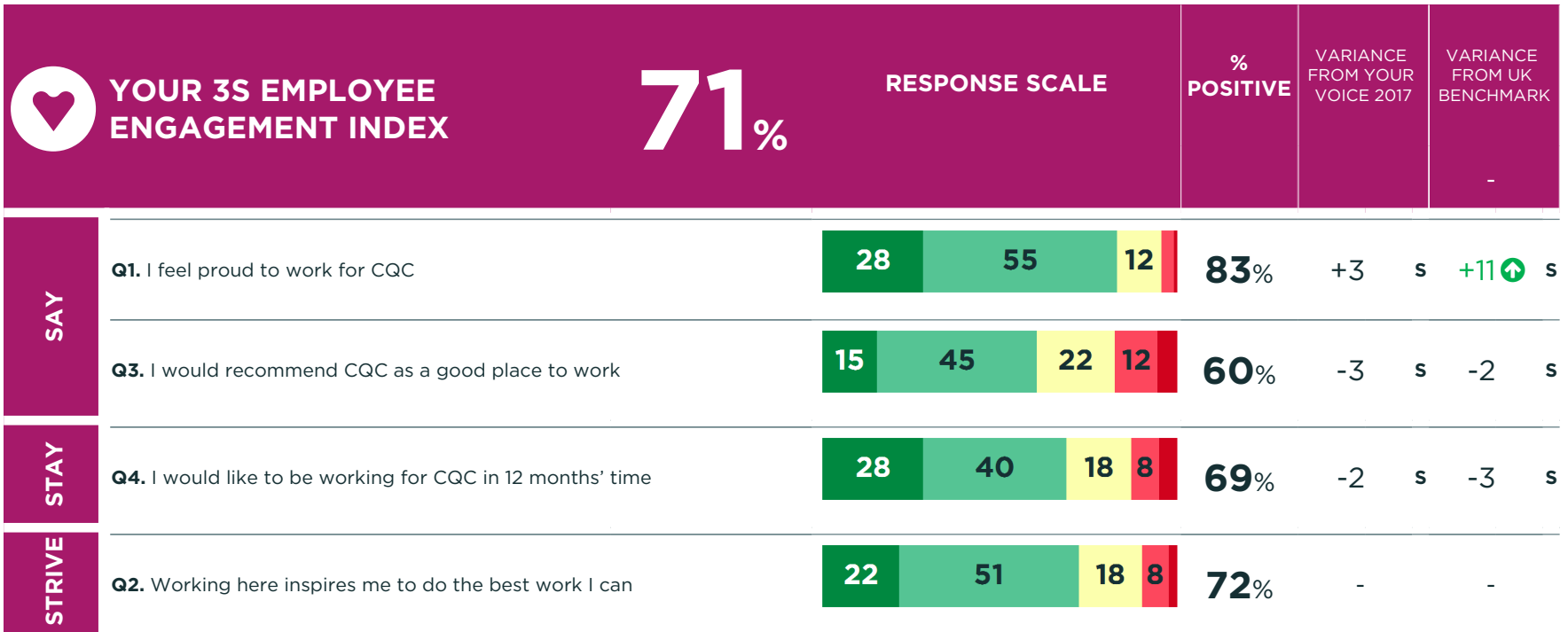


HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION. A MORE DETAILED EXPLANATION CAN BE FOUND ON PAGE 2 OF THIS REPORT.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



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 THE 3S EMPLOYEE ENGAGEMENT INDEX.

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 YOUR
VOICE 2017

VARIANCE
FROM UK
BENCHMARK

.1	Q7. I feel committed to CQC's strategic direction	61%	-11 s	-18 s
.2	Q54. I believe that my work helps to improve care for people who use services	89%	0	-
.3	Q21. My Line Manager motivates me to do my role well	75%	+1	+6 s
.4	Q62. I believe CQC supports the health and wellbeing of staff	57%	+1	+1 s
.5	Q42. I believe there are opportunities for development and growth within the organisation	47%	+3 s	-9 s

HEADLINE SCORES

HIGHEST POSITIVE SCORING QUESTIONS	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	HIGHEST NEGATIVE SCORING QUESTIONS	% NEGATIVE
Q8. I believe that CQC makes a positive difference to people's lives	92%	Q31. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	37%	Q51. I believe that changes are effectively implemented in CQC	47%
Q10. The values of CQC are relevant to my work	91%	Q12. I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	33%	Q18. I have the equipment/technology to carry out my role	42%
Q55. I believe that the work CQC does with service providers improves quality of care and encourages improvement	91%	Q48. I feel communications across different parts of CQC are effective	33%	Q47. It is easy for me to find information I need to carry out my role	38%
Q36. In my team, I can rely on support from my colleagues when I need it	90%	Q51. I believe that changes are effectively implemented in CQC	32%	Q71. Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	38%
Q54. I believe that my work helps to improve care for people who use services	89%	Q15. I believe internal policy and procedures are consistent with the values of CQC	31%	Q48. I feel communications across different parts of CQC are effective	38%



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 YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK	
	Q1. I feel proud to work for CQC	28	55	12		83%	+3	s	+11 ↑ s
	Q2. Working here inspires me to do the best work I can	22	51	18	8	72%	-		-
	Q3. I would recommend CQC as a good place to work	15	45	22	12	60%	-3	s	-2 s
	Q4. I would like to be working for CQC in 12 months' time	28	40	18	8	69%	-2	s	-3 s
	Q5. My personal morale is good	15	43	19	16	58%	+3	s	-
	Q6. I understand CQC's strategic direction	10	55	22	11	66%	-9 ↓ s		-15 ↓ s
K	Q7. I feel committed to CQC's strategic direction	11	50	30	8	61%	-11 ↓ s		-18 ↓ s
	Q8. I believe that CQC makes a positive difference to people's lives	34	58		7	92%	+1		-
	Q9. Overall, I am satisfied working at CQC	15	52	18	11	67%	0		-1 s

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

ALL QUESTIONS



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VALUES AND BEHAVIOURS	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK	
Q10. The values of CQC are relevant to my work	37	54			91%	+1	s	-
Q11. I believe CQC employees display the values and behaviours	14	54	20	9	68%	0		-
Q12. I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	9	44	33	10	53%	-6 ↓	s	-1 s
Q13. 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	44	22	13	60%	-2	s	-
Q14. I believe the values and behaviours of leaders (anyone who leads a team - Managers and Team Leaders) are consistent with the values of CQC	18	50	20	9	68%	+2	s	-
Q15. I believe internal policy and procedures are consistent with the values of CQC	8	42	31	14	50%	-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



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MY ROLE	RESPONSE SCALE					% POSITIVE	VARIANCE FROM YOUR VOICE 2017		VARIANCE FROM UK BENCHMARK	
Q16. I have a clear understanding of my contribution to achieving the objectives of CQC	21	60	12			81%	-3	s	-5	s
Q17. I am clear about what I am expected to achieve in my role	24	56	10	7		80%	-2	s	-5	s
Q18. I have the equipment/technology to carry out my role	8	33	17	26	16	41%	-9	s	-25	s
Q19. I am able to make improvements happen in my area of work	11	44	25	14		55%	-6	s	-	
Q20. My role gives me a sense of personal accomplishment	20	50	17	9		70%	-2	s	-6	s

KEY	K	KEY DRIVER QUESTIONS		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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ALL QUESTIONS



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LEADERSHIP AND MANAGEMENT		RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK	
K	Q21. My Line Manager motivates me to do my role well	34	42	15	7	75%	+1	+6	↑ s
	Q22. My Line Manager trusts me to do my job	45	43	7		88%	+3	s	0
	Q23. My Line Manager supports me in carrying out my role	40	43	10		83%	+2	s	+4 s
	Q24. My Line Manager is open to my ideas and suggestions	41	43	11		84%	+2	s	+4 s
	Q25. My Line Manager keeps me informed sufficiently to undertake my role	34	46	12		80%	+2	s	+7 ↑ s
	Q26. My Line Manager gives praise and recognition for my contribution	38	42	12		80%	0		+3 s
	Q27. I have regular 1:1 performance and development discussions with my Line Manager	38	44	8	7	82%	+2	s	+12 ↑ s
	Q28. My Line Manager gives me feedback on my performance which helps me to improve my work	29	46	16	7	75%	+1	s	+9 ↑ s
	Q29. My Line Manager constructively challenges me about the quality of my performance	27	45	19	7	71%	+1		-
	Q30. My Line Manager shows a genuine interest in my wellbeing	42	40	10		82%	+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



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LEADERSHIP AND MANAGEMENT	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q31. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	7	39	37	13	45%	-10 ↓ s	-6 ↓ s
Q32. Senior leaders in CQC in my part of the organisation (Director and "Heads of") provide clear direction and leadership	12	42	28	13	54%	-2 s	-
Q33. Overall, I have confidence in the decisions made by Leaders in my part of the organisation (all three definitions of leadership apply)	10	40	29	16	50%	-2 s	-1 s
Q34. I feel that Leaders in my part of the organisation are sufficiently visible (all three definitions of leadership apply)	13	45	23	14	58%	-2 s	+2 s

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

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TEAMWORK	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q35. My team works together to produce effective outcomes	36	50	8		87%	-1 s	+6 ↑ s
Q36. In my team, I can rely on support from my colleagues when I need it	48	42	7		90%	-1 s	+6 ↑ s
Q37. In my team, I feel that we all respect each other	45	41	8		86%	-1	+16 ↑ s
Q38. My team meetings are useful and effective	28	46	14	9	75%	0	-
Q39. My team collaborates effectively with other teams across my directorate	22	48	18	9	70%	+1 s	+10 ↑ s
Q40. My team collaborates effectively with teams from other directorates with whom we interact	19	44	22	11	63%	+1 s	-

KEY

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ALL QUESTIONS



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LEARNING AND DEVELOPMENT

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q41. I feel fully involved in my performance and development reviews	26	50	16	8	0	75%	+1 s	-
K Q42. I believe there are opportunities for development and growth within the organisation	12	35	21	19	13	47%	+3 s	-9 ↓ s
Q43. I am able to access the right learning and development opportunities when I need to	8	32	25	24	12	40%	+2 s	-
Q44. My line manager is supportive of me finding time in my role to pursue my learning needs	24	45	21	7	0	69%	+2 s	-
Q45. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	36	27	16	8	48%	0	-5 ↓ s

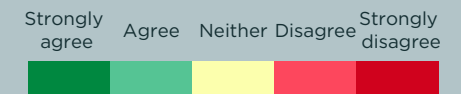
COMMUNICATION

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q46. I feel I am kept informed about matters affecting me in a timely manner	10	44	22	18	0	54%	0	-4 s
Q47. It is easy for me to find information I need to carry out my role	0	34	21	27	11	40%	-3 s	-30 ↓ s
Q48. I feel communications across different parts of CQC are effective	0	25	33	25	13	29%	-2 s	-14 ↓ s

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MANAGING CHANGE	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q49. The reasons behind organisational changes are clearly communicated	33	30	25	7	37%	-6 ↓ s	-11 ↓ s
Q50. I understand the reasons why organisational changes are made	42	29	18		48%	-6 ↓ s	-
Q51. I believe that changes are effectively implemented in CQC	18	32	32	15	21%	-1 s	-14 ↓ s
Q52. I have the opportunity to contribute my views before decisions are made that affect me	31	29	24	12	35%	-3 s	-7 ↓ s
Q53. I think it is safe to challenge the way things are done in CQC	36	28	18	12	42%	0	-9 ↓ s

SERVICE FOCUS	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
K Q54. I believe that my work helps to improve care for people who use services	36	54	8		89%	0	-
Q55. I believe that the work CQC does with service providers improves quality of care and encourages improvement	36	55	7		91%	-1 s	-
Q56. My team has a culture of ensuring effective service delivery to other teams across CQC	27	51	18		78%	+1 s	-

KEY	K KEY DRIVER QUESTIONS	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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INCLUSION, WELLBEING AND BEHAVIOUR AT WORK

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM YOUR VOICE 2017	VARIANCE FROM UK BENCHMARK
Q57. I believe that CQC promotes equality, diversity and human rights in all our work	20	56	15	7	0	76%	0	+2 s
Q58. I believe that CQC provides equal opportunities for career progression or promotion	13	38	25	16	8	51%	0	-14 ↓ s
Q59. I am treated fairly at work	21	55	15	7	0	76%	+1 s	-5 ↓ s
Q60. I am treated with respect by the people I work with across CQC	23	55	14	7	0	78%	-1	-
Q61. I think that CQC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	21	54	15	7	0	75%	+1	-2 s
K Q62. I believe CQC supports the health and wellbeing of staff	15	41	19	15	9	57%	+1	+1 s
Q63. I have a manageable workload	10	41	18	18	12	51%	+2 s	-10 ↓ s
Q64. I achieve a good work-life balance	12	42	19	18	10	54%	+1 s	-14 ↓ s
Q65. I feel that CQC is committed to an environment which is free from bullying and harassment	16	46	20	12	0	63%	+2 s	-

KEY

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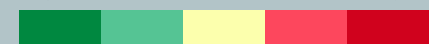


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q66. I know how to report bullying/harassment at work				
Yes	86%	-3		2177
No	11%	+2		266
Prefer not to say	3%	0		77
Q67. In the last 12 months, I have witnessed bullying, harassment or abuse at work				
Yes	19%	-2		481
No	73%	+1		1846
Prefer not to say	8%	+1		193
Q68. In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff				
Yes	11%	-1		281
No	82%	+1		2058
Prefer not to say	7%	0		181

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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.

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	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q68a. What form did this take?				
Email tone and style	55%	+4		155
Excessive criticism	49%	+5		137
Humiliation or degrading behaviour	38%	+6		108
Intimidation/threatening behaviour	21%	-3		59
Ignoring or ostracising you	35%	+1		98
Physical abuse	Minimum of 10 responses to option not achieved			
Unfair treatment	41%	-3		116
Verbal abuse	8%	-3		22
Other	16%	+1		44
Prefer not to say	Minimum of 10 responses to option not achieved			

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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.

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

% VARIANCE FROM YOUR VOICE 2017

RESPONSE SCALE

RESPONSE COUNT

Q68b. From which colleague did you receive this behaviour?

Peer	26%	+6		72
Line manager	33%	-7		92
Senior manager (Executive Director, Director, DCI's and Head of Function)	31%	+6		87
Other colleague	20%	-7		56
Prefer not to say	12%	-3		33

ALL QUESTIONS



EXPLORE THE FULL RESULTS

FOR QUESTIONS 68C AND 68D, 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	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q68c. Have you reported the bullying/harassment?				
Yes	42%	+1		118
No	43%	+3		121
Prefer not to say	15%	-4		42
Q68d. Were you satisfied with how the bullying/harassment was dealt with?				
Yes	15%	+1		25
No	53%	+9		87
Prefer not to say	31%	-10		51
Q69. 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	8%	-1		210
No	88%	+1		2221
Prefer not to say	3%	0		88

ALL QUESTIONS



EXPLORE THE FULL RESULTS

FOR QUESTIONS 69A AND 69B, 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 FOR EACH OPTION.

ALL PARTICIPANTS WERE ASKED QUESTION 70.

INCLUSION, WELLBEING AND BEHAVIOUR AT WORK	% WHO SELECTED OPTION	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q69a. Have you reported the bullying/harassment?				
Yes	50%	+1		106
No	37%	-1		77
Prefer not to say	13%	0		27
Q69b. Were you satisfied with how the bullying/harassment was dealt with?				
Yes	44%	+9		55
No	26%	+3		32
Prefer not to say	30%	-12		37
Q70. 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	4%	-2		103
No	90%	+1		2268
Prefer not to say	6%	0		146



EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 70 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	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q70a. On which of the following grounds do you feel the discrimination was based?				
Age	13%	-1		13
Disability	30%	+11		31
Gender reassignment	Minimum of 10 responses to option not achieved			
Marriage and civil partnership	Minimum of 10 responses to option not achieved			
Pregnancy, maternity and paternity	Minimum of 10 responses to option not achieved			
Race	Minimum of 10 responses to option not achieved			
Religion or belief	Minimum of 10 responses to option not achieved			
Sex	14%	+1		14
Sexual orientation	Minimum of 10 responses to option not achieved			
Caring responsibilities	10%	-2		10
Other	30%	-9		31
Prefer not to say	11%	-2		11

ALL QUESTIONS



EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 70 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

% VARIANCE FROM YOUR VOICE 2017

RESPONSE SCALE

RESPONSE COUNT

Q70b. From which colleague did you receive this behaviour?

	% WHO SELECTED OPTION	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Peer	19%	-1		20
Line manager	39%	-1		40
Senior manager (Executive Director, Director, DCI's and Head of Function)	29%	+5		30
Other colleague	19%	-8		20
Prefer not to say	17%	+2		17

ALL QUESTIONS



EXPLORE THE FULL RESULTS

IF PARTICIPANTS RESPONDED 'YES' TO QUESTION 70 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	% VARIANCE FROM YOUR VOICE 2017	RESPONSE SCALE	RESPONSE COUNT
Q70c. Have you reported the discrimination?				
Yes	24%	-4		25
No	62%	+12		64
Prefer not to say	14%	-9		14
Q70d. Were you satisfied with how the discrimination was dealt with?				
Yes	Minimum of 10 responses to option not achieved			
No	61%	+16		25
Prefer not to say	37%	-13		15

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 YOUR VOICE 2017		VARIANCE FROM UK BENCHMARK		
Q71. Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	34	22	25	13	39%	-2	s	+7	↑ s	
Q72. I am satisfied with my overall reward package (e.g. benefits, pension, annual leave, etc.)	40	20	23	12	45%	-2	s	+1	s	
Q73. I feel recognised for my contribution at CQC	7	36	28	20	9	42%	-4	s	-21	↓ s

SURVEY ACTIONS	RESPONSE SCALE				% POSITIVE	VARIANCE FROM YOUR VOICE 2017		VARIANCE FROM UK BENCHMARK	
Q74. I believe action will be taken on the results of this survey	35	29	18	12	41%	-2	s	-7	↓ s
Q75. I am aware that activity as a result of the last staff survey in 2017 led to change	36	30	19	9	42%	-1		-	

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

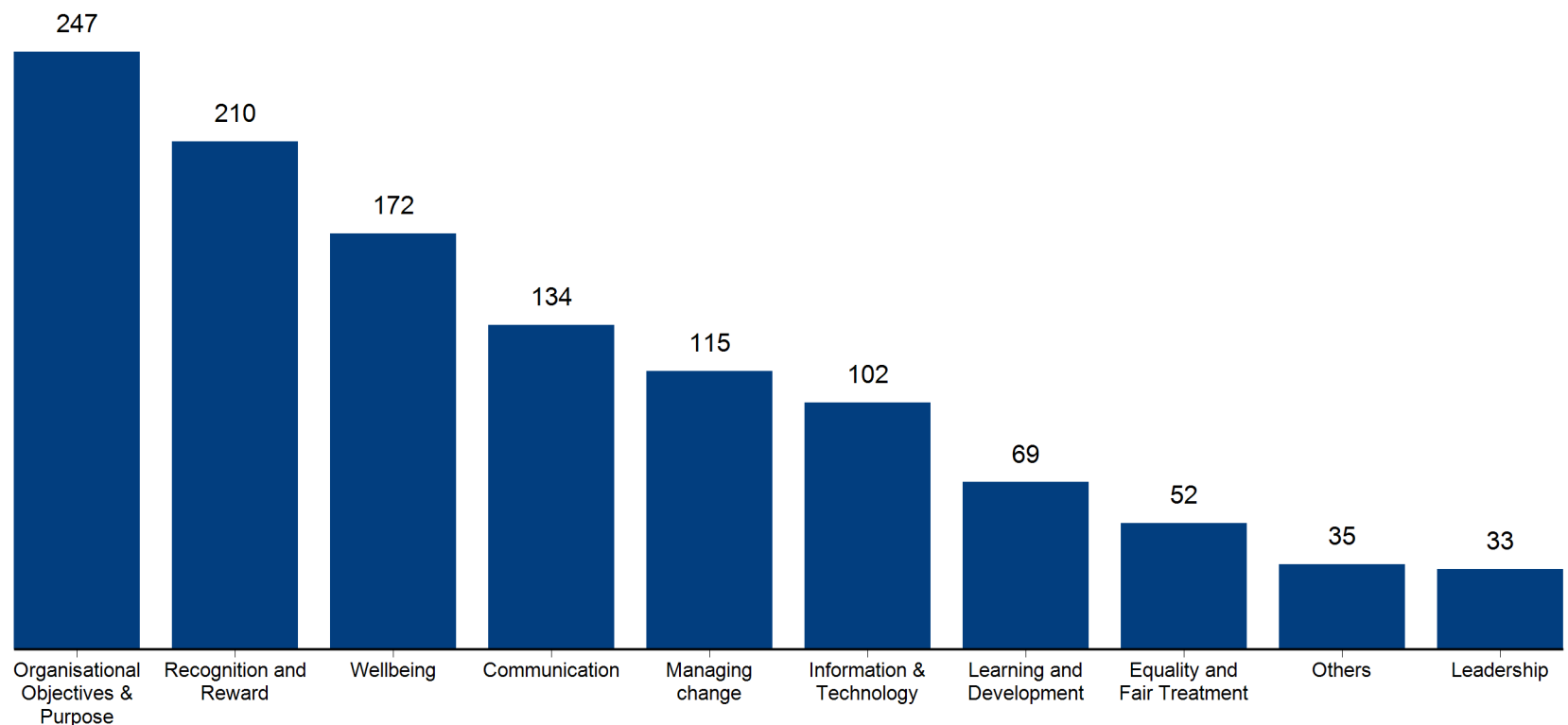


WHAT ARE YOUR COLLEAGUES SAYING ABOUT THEIR WORKING EXPERIENCES?

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.

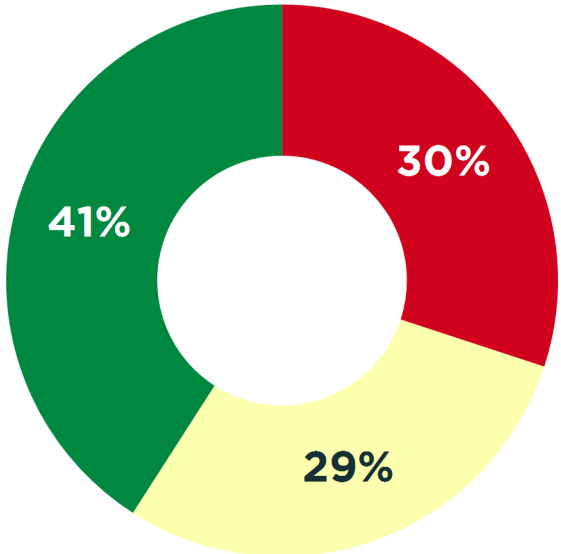
SOME ACTIONS MAY BE 'QUICK WINS' AND SHORT TERM. HOWEVER, IN MOST INSTANCES, YOU WILL NEED TO THINK LONGER TERM.

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

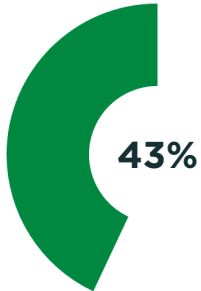
41%

of employees replied favourably to:

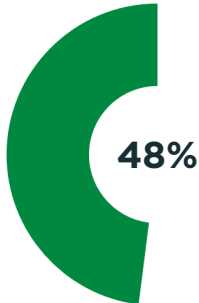
'I believe action will be taken on the results of this survey.'



YOUR VOICE 2017



BENCHMARK



■ % positive ■ % neutral ■ % negative

VARIANCE FROM YOUR VOICE 2017 -2 VARIANCE FROM UK BENCHMARK -7 ↓

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 QUESTIONS MOST LIKELY TO IMPROVE ENGAGEMENT ON PAGE 5



CELEBRATE

The things we do well:

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?

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