



Research Report



NHS Wales Staff Survey 2013- National Overview

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Prepared by: **BMG Research**

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1 Survey background and methodology

1.1 Introduction

In the autumn of 2012, BMG Research was commissioned to undertake a staff survey across the 10 organisations that comprise NHS Wales. The Minister for Health and Social Services made a commitment to undertake this survey in response to actions outlined in Working Differently, Working Together¹ and the survey was planned and implemented by the Welsh Partnership Forum² during January and February 2013.

The key aim of the project can be summarised as:

“to conduct a staff survey and provide a full analysis of the current morale of the NHS Wales workforce giving an overall assessment of areas that require improvement.” Source: Specification for NHS Wales Staff Survey 2012.

1.2 Background

The planning and implementation of this survey by the Welsh Partnership Forum reflects a shared commitment to understand and improve staff experience in NHS Wales. The relationship between a workforce that feels engaged and valued and an organisation that provides excellent care is becoming increasingly well-understood³.

“In general terms, the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust. This is shown across many different domains of staff experience. Engagement...is shown to be particularly important: having significant associations with patient satisfaction, patient mortality, infection rates, Annual Health Check scores, as well as staff absenteeism and turnover. The more engaged staff members are, the better the outcomes for patients and the organisation generally.”

West et al. (2011) NHS Staff Management and Health Service Quality

The 2013 ‘Tell It How It Is’ NHS staff survey was designed to fit within this wider research context, capturing information around key themes that research is showing are important for creating a positive culture of engagement. These themes are not mutually exclusive, but viewed together provide a useful overall picture that is closely aligned with the central purpose of NHS Wales: to continuously improve the services they provide.

- **Theme 1:** Overall job satisfaction and engagement
- **Theme 2:** Focus on quality and patient care
- **Theme 3:** Creating positive work climates

¹ Working Differently – Working Together: A Workforce and Organisational Development Framework

² [Welsh Partnership Forum](#)

³ [West et al \(2011\) NHS staff management and service quality](#)

- **Theme 4:** Supporting staff through positive human resource management practices
- **Theme 5:** Ensuring effective team-working
- **Theme 6:** Building trust

This report summarises the key findings within each of these themes at a national level. Separate analytical reports will be made available for each individual NHS Wales organisation. As the last full survey of NHS Wales staff was completed in 2007 this survey is designed to provide a fresh baseline and benchmark data set which will facilitate future action planning.

1.3 Methodology

In order to minimise the cost of the employee survey, all employees with a work e-mail address were invited to take part in the survey via e-mail, with each e-mail invite containing a unique link to the survey website. Non-responding employees were sent an e-mail reminder by BMG Research at three points throughout the fieldwork period, in order to encourage a high response rate. Those employees without work access to e-mail were sent a paper copy of the questionnaire. Paper copies were provided in sealed envelopes, with surveys distributed via line managers within the workplace. Completed surveys were then returned by freepost directly to BMG Research rather than back through line managers to preserve anonymity. For both completion methodologies English and Welsh language versions were available to all employees.

As a back-up measure, a 'generic' version of the online survey was made available to project leads within each organisation. This survey version could be accessed without a password and was made available to individuals who had not received an e-mail or paper copy of the survey or those who encountered any difficulties with their password.

Participation in the survey was encouraged via:

- An introductory letter from the Minister at the start of the survey;
- An internal poster campaign promoting the survey;
- Publication of a set of survey frequently asked questions;
- Reminder communications, particularly to areas of the organisation where response rates were comparatively low;
- Reminder e-mails from BMG Research to those yet to complete the survey online.

This programme of activity resulted in 22,392 usable questionnaires being returned to BMG Research. This represented an overall response rate of 27%. The final sample base was comprised of 17,998 online returns and 4,394 paper surveys. As instructed by the project steering group the data analysis has been run un-weighted with no adjustments made in terms of the relative size and distribution of the NHS Wales workforce by and within individual organisations.

The number of survey returns per organisation and the response rate this represents (using the December 2012 ESR headcounts as a base) is shown in the table below.

Table 1: Organisational sample bases and response rates

Organisation	Number of returned questionnaires	People head count	Response rate
Aneurin Bevan LHB	3958	12336	32%
Abertawe Bro Morgannwg University LHB	3718	15168	25%
Betsi Cadwaladr University LHB	4580	16094	28%
Cardiff and Vale University LHB	2724	14194	19%
Cwm Taf LHB	1982	7991	25%
Hywel Dda LHB	1692	8656	20%
Powys Teaching LHB	600	1701	35%
Public Health Wales NHS Trust	510	1303	39%
Velindre NHS Trust	1721	3113	55%
Welsh Ambulance Services NHS Trust	907	2982	30%
NNH Wales Total	22,392	83,411	27%

On the basis of the workforce population of 83,411 the final survey sample of 22,392 employees is subject to a maximum standard error of $\pm 0.56\%$ at the 95% confidence level on an observed statistic of 50%. Therefore, we can be 95% confident that responses are representative of those that would be given by all employees had they each completed a questionnaire, to within $\pm 0.56\%$ of the percentages reported, i.e. if 50% of staff were satisfied with their job the true figure would lie between 49.44% and 50.56%. This means that a highly robust and statistically reliable data set has been produced overall for NHS Wales. At the organisation level, the smallest sample bases achieved at Powys Teaching LHB and Public Health Wales NHS Trust carry sampling errors of $\pm 3.2\%$ and $\pm 3.4\%$ respectively at the 95% confidence level.

1.4 Questionnaire

A bespoke questionnaire was used for this survey, in order to fully explore the issues most relevant for NHS Wales employees in 2013. The survey content was designed

jointly by the Welsh Partnership Forum and BMG Research, drawing on sources that included previous surveys completed within the NHS in England and in Scotland, as well as in Wales, plus broader research into staff engagement such as the Chartered Institute of Personnel and Development indicators of line manager competence.

1.5 Data reporting

All data used within this report are based on all responses, meaning those who did not provide an answer to a particular question are included in the sample base. The sample bases on which the data are based will be reported throughout.

The data used in this report are rounded up or down to the nearest whole percentage point. It is for this reason that, on occasions, tables or charts may add up to 99% or 101%. Where tables and graphics do not match exactly to the text in the report this occurs due to the way in which figures are rounded up (or down) when responses are combined. Results that differ in this way should not have a variance that is any larger than 1%.

The following symbols will be found throughout this report:

*%	Denotes where the figure is less than 0.5%
----	--

When a figure is shown in **bold and underlined** within a table this denotes that this figure is significantly different (determined by the t-test⁴) to one or more opposing figures.

To preserve anonymity, some small sample bases of occupational groups have been excluded from the graphics and the analysis that uses this variable. While the views of these small groups are retained in the overall data, their views as a discrete group are not shown.

⁴ The t-test is a statistical method used to evaluate the differences in means between two groups.

2 Key Findings

2.1 Highest and lowest scoring statements

Figures 1 and 2 below show the highest and lowest endorsement of the attitudinal statements contained within the survey (those asked on a five point scale to all employees). The top scoring statements show that the vast majority of employees feel trusted to do their job and are committed to their role in the sense that they are happy to go the extra mile at work when required. Crucially, four in five employees (82%) feel that their role makes a difference to patients/service users and that a culture of reporting 'near misses' is being supported (78%).

Figure 1: Statements producing highest scores



Highest positive summary ratings (% agree or % satisfied) from five point scale attitudinal questions

The statements producing the lowest agreement or satisfaction mostly relate to the senior managers. This is not necessarily due to a corresponding high level of disagreement with these statements, but because notable proportions of employees gave neutral opinions (typically circa 30% of employees) regarding their Senior Management Team. Nevertheless whilst there is a positive balance score of employees who know who senior managers are, +60% (balance score is the proportion of employees who agree with a statement, in this case, 74%, minus those who disagree with the statement, in this instance 14%), negative balance scores were recorded in respect of:

- Senior managers here try to involve staff in important decisions (-26% balance score);
- Communication between senior management and staff is effective (-21%);
- Senior managers encourage staff to suggest new ideas for improving services (-20%).

Only one in five (20%) employees feel that change is well managed within their organisation, with nearly one in two (46%) perceiving that change is not well managed. Given that staff having an ability to contribute to improvements at work is a core pillar of employee engagement, this finding is particularly important.

Figure 2: Statements producing the lowest scores



Lowest positive summary ratings (% agree or % satisfied) from five point scale attitudinal questions

Given that only 19% of the 22,392 staff who completed the survey held the view that that senior managers will act on the results of this survey, this suggests low expectations around how the findings of this research will be utilised. In this context communicating and demonstrating both the survey findings and the resulting actions will be crucial.

2.2 Key summary observations

2.2.1 Employee satisfaction and engagement

The NHS Wales workforce appears to exhibit a high level of dedication to their work. More than four in five (86%) state that they are happy to go the 'extra mile' at work. Yet despite this dedication only 60% suggest they are enthusiastic about their job and 64% are satisfied overall with their current job.

Advocacy levels among employees, which are a key indicator of employee engagement are not particularly strong. Half (51%) of employees indicate that they are proud to tell people they work for their organisation, with fewer still (48%) indicating they would recommend their organisation as a place to work.

Only 37% of employees agree that they are involved in deciding on the changes that affect their work/area/team/department. This is symptomatic of a broader scepticism about change processes. While half (51%) of employees agree that they understand why there is currently so much change within their organisation and 61% support the need for change, only 20% of employees feel that change is well managed.

2.2.2 Focus on quality and patient care

Just over half (52%) of employees agree that if a friend or relative needed treatment, they would be happy with the standard of care provided by their organisation. This suggests that only half of employees would advocate the services of the organisation they work for. Furthermore, approaching six in ten (57%) employees believe that the care of patients/service users is their organisation's top priority.

When assessing their personal contribution to service delivery views are more positive, with more than four in five (82%) employees feeling that their role makes a difference to patients/service users. However, for a sizeable proportion of employees a gap between their expectations and what they are able to deliver is apparent as only 57% feel that they are able to deliver the standard of service that they aspire to. This is likely to be a source of frustration.

The majority of witnessed incidents, or near misses that could have hurt service users or those that could have impacted on staff were reported (88% and 83% of each type). This is indicative of a culture where such incidents are to be documented and learnt from.

Furthermore, there is strong evidence that employees recognise a culture where errors and near misses are to be acted upon. Almost four in five (78%) agree that their employer encourages staff to report errors, near misses or incidents. While a majority of 56% feel that reported issues result in action to ensure that they do not happen again, only 39% agree they receive feedback on resulting changes. On this basis,

strengthening the feedback loop to employees about responses to reported incidents may be necessary.

2.2.3 Creating positive work climates

Various indicators within the survey responses provide an indication that many staff find their working environment pressurised. Just under half of employees (48%) agree that they do not have time to carry out all their work. When asked if they are able to meet the conflicting demands on their time views are extremely similar with 48% agreeing and 26% disagreeing.

A further indicator of the pressure within organisations is the finding that 70% of employees state that they have gone to work despite not feeling well enough to perform their duties. While this shows commitment among these employees, it should be questioned whether this is beneficial to staff themselves, their colleagues and indeed patients/service users.

During the last 12 months a third (33%) of employees state that they have been injured, or felt unwell as a result of work related stress.

Six in ten (61%) employees are satisfied with the level of manager support they receive including 28% who give the most positive response of very satisfied. The competencies that line managers within NHS Wales most commonly display (often or always) are supporting autonomy and empowerment by showing trust in staff (67%) and behaving ethically, by respecting confidentiality and treating employees fairly (64%). In contrast, the competencies that line managers are least likely to display frequently are those that relate to feedback, praise and recognition, availability, and managing time and resources.

Employees who receive regular feedback on how they are doing are more likely to be satisfied overall, are more likely to feel valued and more commonly feel they are able to have an influence on their area of work. These wider benefits of providing regular feedback should be communicated to all line managers.

Survey responses suggest that issues of bullying, harassment and violence affect a small but notable minority of staff. In the past 12 months 18% have personally experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public and 18% have personally experienced harassment, bullying or abuse at work from a manager/ team leader or other colleagues.

2.2.4 Supporting staff through positive human resource management practices

When considering capacity issues within their organisation more employees disagree (55%) than agree (26%) that there are enough staff for them to do their job properly. This negative balance clearly suggests that capacity issues are a concern for NHS Wales employees and chimes with previous results about the ability of employees to complete their workloads.

A potential source of danger and errors is clinical staff being deployed to areas where they do not feel confident or competent to work. In the past twelve months 10% of staff say that they have moved from their own clinical area to another, where they have not

felt confident or competent to work. This proportion peaks at 23% among midwives and is also significantly higher among unregistered nurses (19%) and registered nurses (16%).

In the last 12 months just over half (55%) of employees indicate that they have had a personal development appraisal or KSF review. The feedback given by those who have experienced this process is somewhat mixed. While three quarters (74%) of those who have had a personal development appraisal or KSF review said that it helped them to agree clear objectives for their work, less than half (47%) said it helped them to improve how they do their job. Alongside this 55% felt this process left them feeling that their work is valued by their organisation, but 45% disagreed this was the case.

However, further analysis shows that for various indicators those who have experienced an appraisal process are more likely to hold positive views than those who have not. These measures include employees being able to judge their own performance and having a clear set of objectives. While they should not be the only form of providing feedback, these variations do suggest that an appraisal process generates wider benefits and that their uneven incidence across occupational groups should be addressed.

All employees were asked whether their employer acts fairly with regard to career progression/promotion, regardless of, for example, race or ethnic background, gender, religion and belief, sexual orientation, pregnancy, disability, marriage or civil partnership, age or caring responsibilities. Overall, six in ten (60%) feel that this is the case with just 12% stating the opposite. The fact that 28% said 'don't know' to this question suggests this is perhaps something that some staff find difficult to judge in their day to day roles.

2.2.5 Ensuring effective team-working

Approaching three quarters (73%) of employees feel that they belong to a team, with the remainder either disagreeing (12%) or answering neutrally (14%). On this basis, the majority of staff appear to feel they are working in a collaborative way rather than in isolation. This is further substantiated by the fact that 75% of employees say that the people that they work with seek their opinions and feel that colleagues treat them with respect (79%).

While approaching three quarters (73%) of employees believe their team members have to communicate closely with each other to achieve the team's objectives, only 50% state that team members meet often to discuss the team's effectiveness. Three in ten (31%) employees disagree that team members meet often to have such discussions, suggesting that a sizeable proportion of employees do not have a forum where experience and learning can be shared peer to peer.

2.2.6 Building trust

Two thirds (67%) of employees feel that their line manager shows trust in them often or always. This is the competency that employees most commonly identify in their line manager. When commenting about their line manager on an agree/disagree Likert scale 62% feel that their line manager is open and honest. While this positive skew to

opinion is good, there is clearly scope for further improvement on this measure given that 21% gave a neutral response.

When considering the behaviour of senior managers the balance of opinion is skewed towards the negative. While 22% of employees agree that senior managers try to involve staff in important decisions, more than twice as many disagree this is the case (48%). More employees disagree (45%) than agree (25%) that senior managers encourage staff to suggest ideas for improving services. These results seem to suggest a perceived remoteness between the upper levels of the NHS organisations and employees in their day to day roles, which crucially may suppress upward flow of ideas and innovation to the detriment of service improvement.

Many of the responses to statements about senior managers are characterised by significant proportions of employees answering neutrally. With these staff unable to answer one way or another, this implies there is potential for senior managers to become much more visible and integrated within the organisation. However, given the scale of some of the organisations within NHS Wales, achieving this visibility will be challenging.

Two in five (40%) employees disagree that senior management take the time to seek and listen to employees' views and as a result 41% disagree that they understand their department or service area. These findings suggest that further work is required to enhance the corporate culture so that it is one where the flow of information upwards through the organisation is welcomed.

Only 19% of employees agree that senior managers will act on the results of this survey, with 43% disagreeing this will be the case. This is a further indicator of a lack of trust in senior managers. Communicating and acting upon the results of this survey presents a prime opportunity to demonstrate a listening approach given the scepticism regarding whether results will be acted upon.

3 Measures of employee satisfaction and engagement

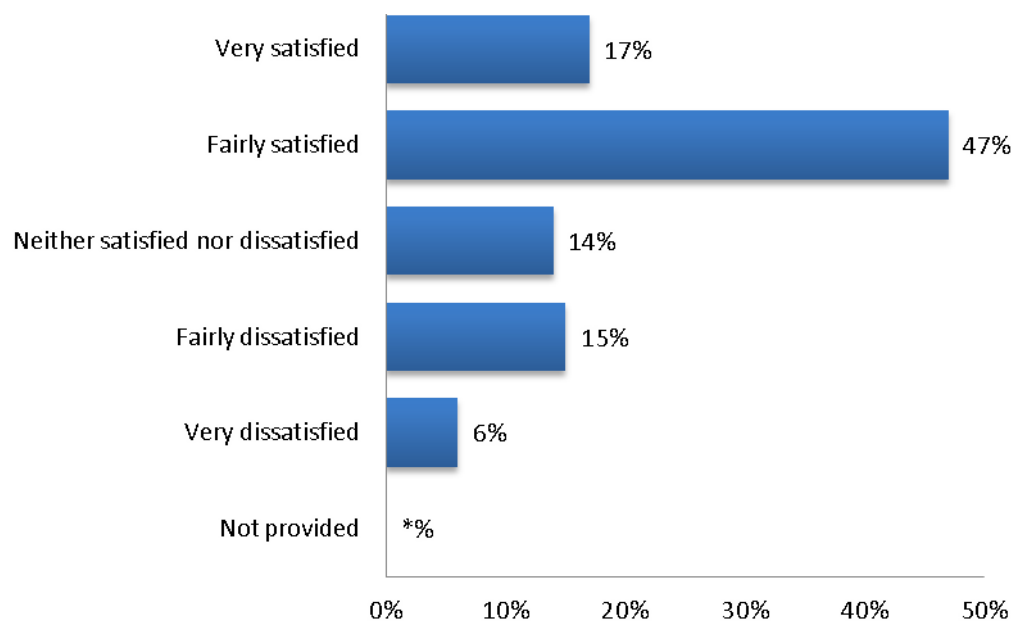
3.1 Introduction

This chapter examines the headline measures of satisfaction and employee engagement captured within the survey. The aim of this chapter is to examine the general views of employees on their working experience before the subsequent chapters provide detailed analysis on key employee engagement themes.

3.2 Overall levels of satisfaction

In 2013, 64% of NHS Wales employees state that they are satisfied with their current job. As shown in Figure 3 this is comprised of 47% who say they are fairly satisfied and 17% who give the most positive response of very satisfied. In total, 21% of employees state they are dissatisfied with their current job and a further 14% give a neutral response.

Figure 3: Overall, how satisfied or dissatisfied are you with your present job? (All responses)



Sample Base: 22,392

* denotes less than 0.5%

Within the survey questionnaire each employee was asked to state which of twenty occupational groups their role falls into. The full list of these occupational groups can be found in the sample profile at the end of this report. Analysing levels of overall satisfaction by these occupational groups identifies notable variations. Overall job satisfaction is most commonly found among senior managers (73%), social care support staff (70%), medical and dental (non-consultant) staff (71%) and health visitors (69%). The occupational groups most commonly dissatisfied overall with their job are ambulance technicians (51%), paramedics (49%) and ambulance control staff (35%). That dissatisfaction appears to be higher in roles associated with the Welsh

Ambulance Trust (in total 32% of those in this organisation are dissatisfied) is a notable finding.

Across the whole of NHS Wales there is no significant variation in overall levels of job satisfaction between those who hold line management responsibility and those who do not (65% and 64% respectively). The key role of line managers will be examined in detail in this report, but it is immediately noticeable that those who state that they receive clear feedback on how they are doing in their job are significantly more likely to be satisfied overall than those who do not (84% cf. 45%). Likewise we can observe a very strong association between job satisfaction and advocacy. Thus, amongst those who would recommend their organisation as an employer, job satisfaction stands at 88%, although this subsequently falls to just 27% of employees who would not recommend their organisation. Likewise where employees indicate that they feel they are consulted about changes that affect them, overall job satisfaction amongst such employees stands at 84%. Conversely where staff do not feel consulted on changes overall job satisfaction amongst this cross section of employees falls to 44%.

The research also pinpoints the interrelationship between appraisals and objective setting and overall job satisfaction. Where employees had received a personal development appraisal / KSF development review, overall job satisfaction levels amongst this group of employees stood at 70%, compared to 58% of employees who indicated that they had not had such a review. More stark is the finding that where employees felt that they had clear, planned goals and objectives for their job, overall job satisfaction stood at 78% in marked contrast to employees who felt they did not have clear goals (30%). Also worth noting is that job satisfaction levels are also much lower amongst employees who have a disability (57%) and amongst those employees who have experienced some form of bullying (49%).

3.3 Employee engagement

"Employers want employees who will do their best work or 'go the extra mile'. Employees want jobs that are worthwhile and that inspire them. More and more organisations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce"

Chartered Institute of Personnel Development, 2010

Over the past few years there has been growing interest in the concept of employee engagement and the impact this can have on organisational success. An important and influential report into this concept was published in 2009 entitled: *'Engaging for Success: Enhancing performance through employee engagement* (David MacLeod and Nita Clarke)⁵.

This report stipulates that engagement, going to the heart of the workplace relationship between employee and employer, can be key to unlocking productivity and to transforming the working lives of many people. If it is how the workforce performs that determines to a large extent whether organisations succeed, then whether or not the workforce is positively encouraged to perform at its best should be a prime consideration for every leader and manager, and be placed at the heart of business strategy.

⁵ See: www.berr.gov.uk/files/file52215.pdf

Employee engagement strategies enable people to be the best they can at work, recognising that this can only happen if they feel respected, involved, heard, well led and valued by those they work for and with.

In light of the importance of this concept, BMG Research has applied an Employee Engagement Model to the survey data. Responses that provide an indication of employees having a positive relationship with their employer have been grouped into three categories based on the analysis of Professor West et al. This suggests that “overall” engagement is a combination of the following three variables:

- Employee motivation (intrinsic psychological engagement);
- Ability to contribute towards improvements at work (staff involvement);
- Staff advocacy of the organisation (recommendations).

A total of seven variables are included in the model, as shown in Table 2. The positive score (%) is taken as the measure for each variable and in most cases this is the summary score for strongly agree / agree. The overall employee engagement score is calculated as the mean average of the seven scores.

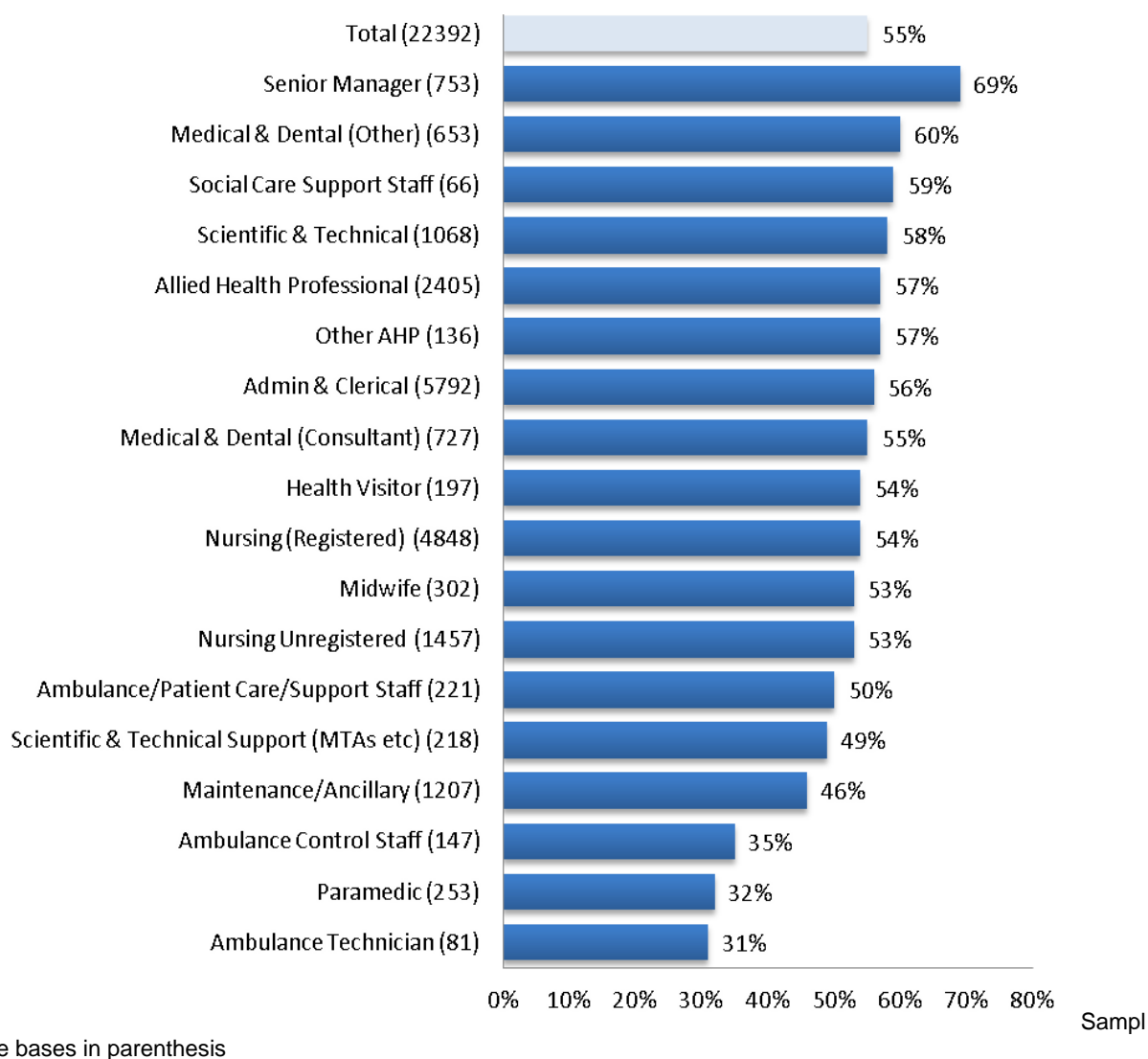
The overall engagement index for NHS Wales is 55%. Within this, a total of 65% of employees appear to express views that suggest an intrinsic psychological engagement with their role, 46% feel able to contribute to work improvements and 49% have sufficiently positive views to act as advocates of their organisation. The key message from this engagement index is that while more than four in five (86%) employees will go the extra mile for their organisation, much lower proportions feel able to contribute to improvements in their workplace. In particular, only 37% feel involved in deciding on the changes that affect their work. The fact that only half of employees currently appear to be advocates of their organisation suggests that the intrinsic psychological engagement staff have is not translating into positive views of their organisations.

Table 2: Engagement index scores (All responses)

		Theme
I look forward to going to work?	49%	Intrinsic psychological engagement 65%
I'm enthusiastic about my job	60%	
I am happy to go the extra mile at work when required	86%	
I am able make improvements in my area of work the work of my team/department	54%	Ability to contribute towards improvements at work 46%
I am involved in deciding on the changes that affect my work/area/team/department	37%	
I would recommend my organisation as a place to work	48%	Staff advocacy and recommendation 49%
I am proud to tell people I work for my organisation	51%	
OVERALL ENGAGEMENT INDEX SCORE	55%	

The overall engagement index score for each occupational group is shown in the figure below. Those working in senior management have the highest level of engagement using this measure (69%). In contrast, levels of employee engagement are lowest amongst ambulance technicians (31%) paramedics (32%) and ambulance control staff (35%).

Figure 4: Engagement index score by occupational group (All responses)



Looking at the individual components of the engagement index the occupational groups where the lowest scores are produced are shown in the table below. The fact that particular occupational groups repeatedly score poorly in all three strands of the engagement index suggests that these employees require particular attention going forward.

Table 3: Low scoring occupational group within employee engagement index (All responses)

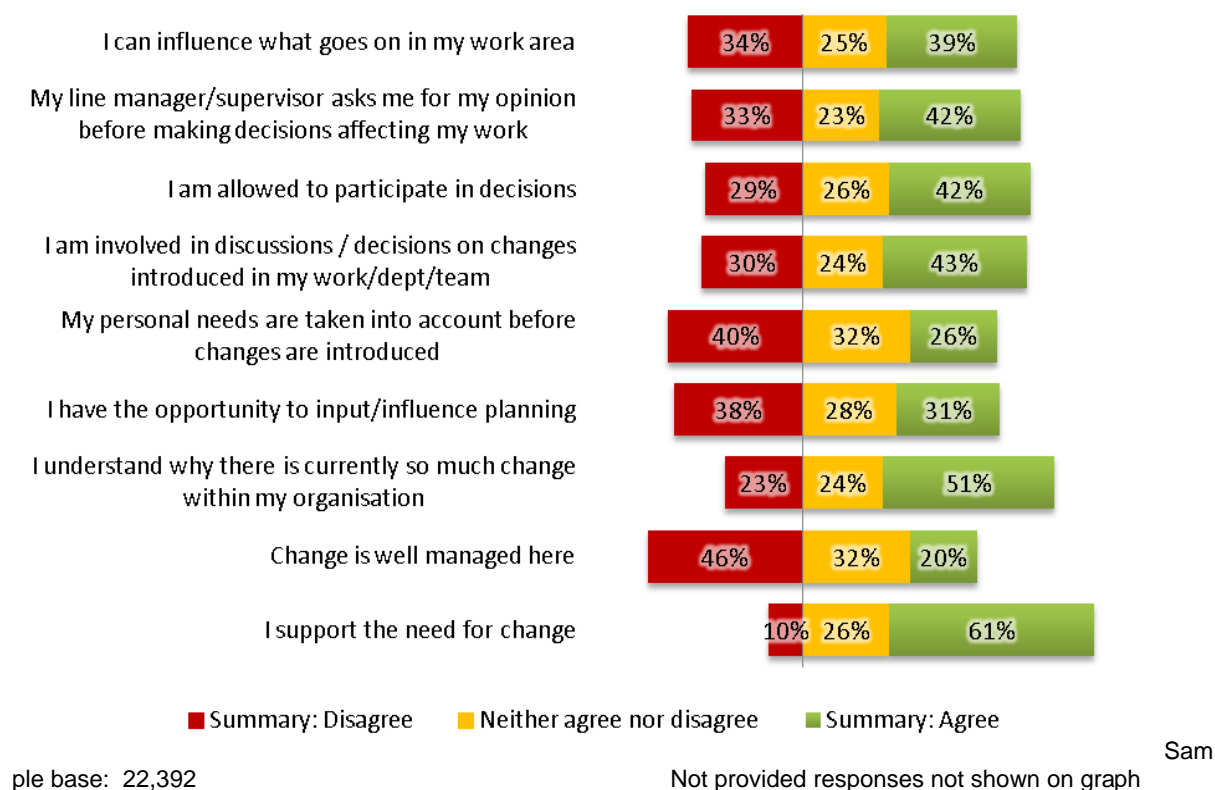
Intrinsic psychological engagement - occupational groups with lowest scores
Ambulance Control Staff (46%) Paramedics (48%) Ambulance Technicians (49%) Maintenance/Ancillary (55%) Scientific & Technical Support (MTAs etc) (57%)
Ability to contribute towards improvements at work - occupational groups with lowest scores
Ambulance Technicians (8%) Paramedics (15%) Ambulance Control Staff (16%) Ambulance/Patient Care/Support Staff (21%) Maintenance/Ancillary (31%)
Staff advocacy and recommendation - occupational groups with lowest scores
Paramedics (25%) Ambulance Technician (28%) Ambulance Control Staff (38%) Health Visitor (39%) Nursing (Registered) (42%)

Given that the single lowest score in the above summary of employee engagement relates to the ability to influence decisions it is important to look at this issue in more detail. Further analysis shows that employees who do not have line management responsibilities (by inference the lower levels of the organisation) are significantly less likely to agree that they are involved in deciding on changes that affect them than line managers are (30% cf. 52%). Whether employees feel involved in the decisions that affect them appears to impact on their broader views regarding change management. Among those who feel that change is well managed, 67% agree they are involved in deciding on the changes that affect them. In contrast, among those who feel that change is not well managed, just 23% give the same response, a statistically significant variation.

At this point it should be noted that half (51%) of employees agree that they understand why there is currently so much change within their organisation. Indeed, 61% of employees support the need for change, with only 10% disagreeing with this

statement. However, in this context only 20% of employees feel that change is well managed, with more than twice this proportion (46%) disagreeing this is the case. In seeking to understand this finding it should be noted that higher proportions of employees actually agree rather than disagree that they are able to participate in decisions regarding change (42%), but that two in five (40%) disagree that their personal needs are taken into account before changes are introduced.

Figure 5: How far do you agree or disagree with the following statements about change within your organisation? (All responses)



While it is almost inevitable that not all change processes will be beneficial to individuals' personal circumstances, these views on change management within NHS Wales are important to note. On the basis that employees having the ability to contribute towards improvements at work is a core pillar of broader employee engagement, wherever possible change processes should be consultative and carefully communicated rather than appearing as 'top down' in style.

3.4 Chapter Summary: key observations

The NHS Wales workforce appears to exhibit a high level of dedication to their work. More than four in five (86%) state that they are happy to go the 'extra mile' at work. Yet despite this dedication only 60% suggest they are enthusiastic about their job and 64% are satisfied overall with their current job.

Advocacy levels among employees, which are a key indicator of employee engagement are not particularly strong. 51% of employees indicate that they are proud to tell people they work for their organisation, with fewer still (48%) indicating they would recommend their organisation as a place to work.

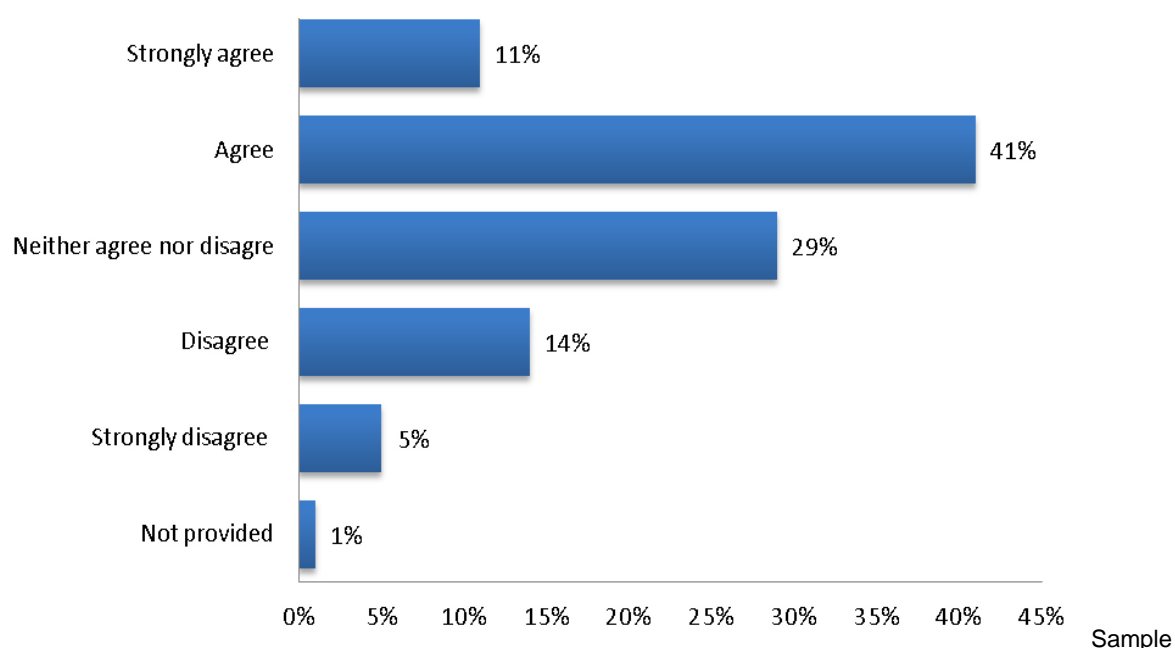
Only 37% of employees agree that they are involved in deciding on the changes that affect their work/area/team/department. This is symptomatic of a broader scepticism about change processes. While half (51%) of employees agree that they understand why there is currently so much change within their organisation and 61% support the need for change, only 20% of employees feel that change is well managed.

4 Focus on the quality of patient care

4.1 Individual perception of standards of care

All NHS Wales employees were asked to what extent they agree with the statement “If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.” The endorsement of this statement by 52% of employees suggests only around half of the workforce would advocate the services of the organisation they work for. Three in ten (29%) neither agree nor disagree that they would be happy with the standard of care for a friend or relative and 18% go as far as to disagree.

Figure 6: If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (All responses)



Analysis by occupational group shows that advocacy of NHS Wales organisations is highest among medical and dental (non-consultants) (63%), social care support staff (59%), unregistered nurses (58%), senior managers (56%) and scientific and technical staff (56%). In contrast, the lowest levels of advocacy of the care provided by their organisation is seen among health visitors (36%) and paramedics (35%).

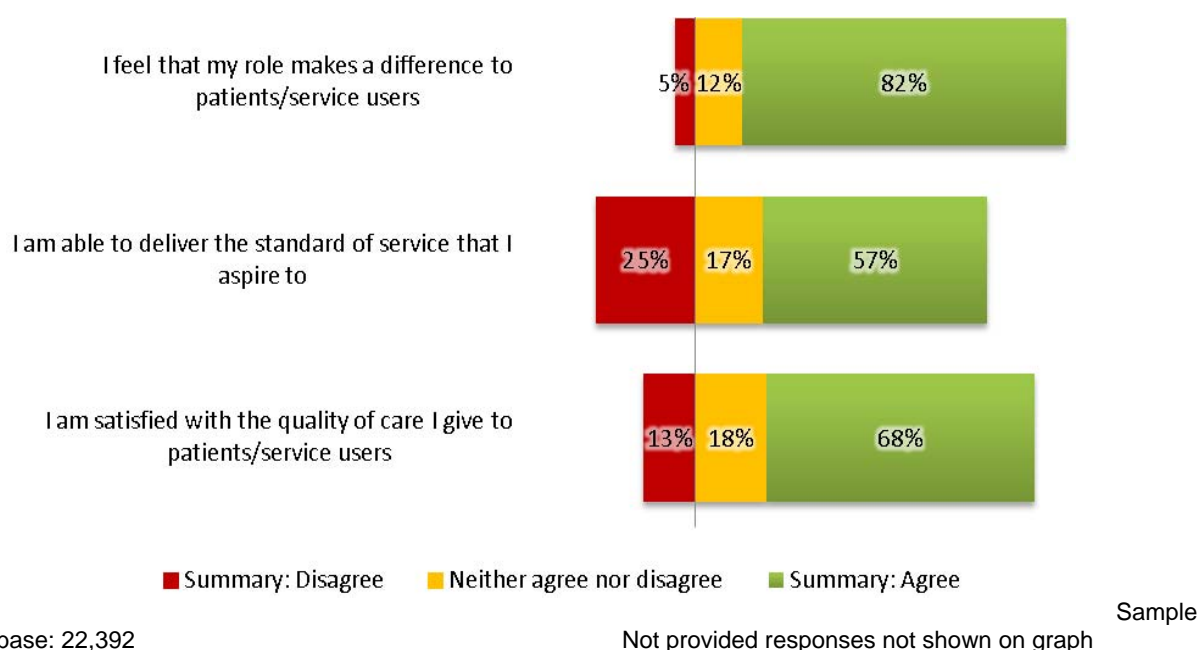
This level of advocacy among employees for the care provided by their organisation (52%) is slightly higher than the advocacy of the organisation as a place to work, which as already reported in the previous chapter, 48% would recommend.

4.2 Personal contribution to patient care

The patient experience should be central to the collective efforts of the NHS Wales workforce. Indeed it is likely that providing care will be a central motivation in the career choices of many employees. On this basis, all employees were asked for their assessment of the quality of care they are able to provide.

Overall, more than four in five (82%) employees feel that their role makes a difference to patients/service users. This includes 34% who give the most positive response possible of strongly agree. Alongside this positive result, 57% feel that they are able to deliver the standard of service that they aspire to. However, the fact that a quarter (25%) of employees disagree this is the case suggests that a sizable proportion of the workforce are finding that their personal expectations are not matched by reality. This latter figure rises to 54% among those employees who indicated that overall they were dissatisfied with their job.

Figure 7: Agreement with statements about contributing to patient care (All responses)



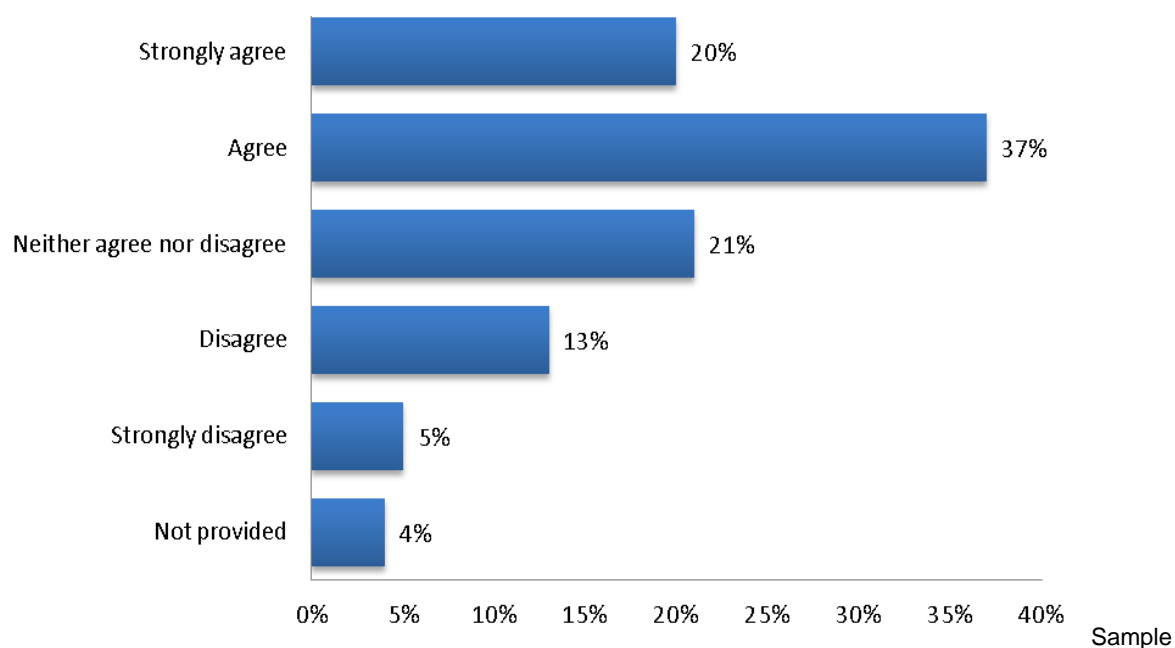
Overall, 68% of employees are satisfied with the quality of care they give to patients/service users. As the wording of this statement is more applicable for clinical staff it is notable that agreement with this statement peaks among social care support staff (88%), unregistered nurses (79%) and ambulance/patient care/support staff (79%).

In contrast, those most likely to disagree that they are satisfied with their level of patient care are ambulance control staff (35%), medical and dental consultants (26%) and midwives (23%).

4.3 Perceptions of organisation focus on quality of care

Approaching six in ten (57%) employees believe that the care of patients/service users is their organisation's top priority. A further 21% give a neutral response on this issue, while 19% disagree.

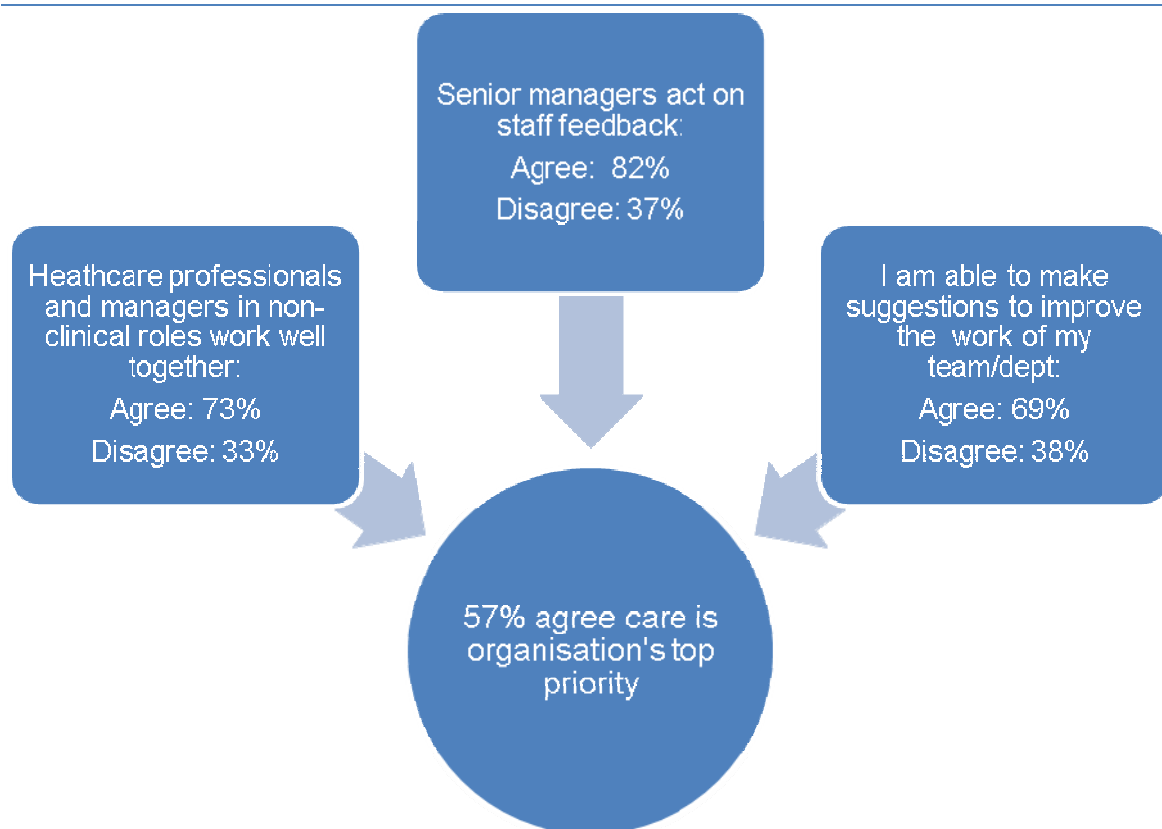
Figure 8: Agreement that care of patients / service users is my organisation's top priority (All responses)



base: 22,392

The interaction of views on this issue with those expressed elsewhere in the survey can be identified within the data set. Among those who agree that senior managers act on staff feedback 82% agree that the care of patients is their organisation's top priority. Among those who disagree that senior managers act on feedback, just 37% give the same response. As shown in the following figure, more positive views on the care focus of their organisation is also seen among those who feel they are able to make suggestions for improvements and those who feel that those in clinical and non-clinical roles work well together. These findings suggest that those employees who perceive themselves to be working in collaborative environments where information can flow upwards through the organisation are more likely to have positive views on the care focus of their organisation.

Figure 9: Agreement that the care of patients / service users is their organisation's top priority by views on improving work practices (All responses)



percentages shown are % agree that care of patients/ service users is my organisation's top priority

All

4.4 Responding to errors, incidents and near-misses

The next few questions assess the prevalence of errors, near misses or incidents that pose a threat to staff and patients.

4.4.1 Incidents affecting staff

In the last month, 23% of employees state that they have seen errors, near misses, or incidents that could have hurt staff. As this survey covers both clinical and non-clinical staff, drilling down to particular occupational groups is crucial for this indicator. Looking at responses by occupational group shows that the following groups have most commonly witnessed these threats to staff:

- Paramedics (65%);
- Ambulance technicians (64%);
- Medical and dental consultants (33%);
- Nursing (registered) (32%); and,
- Ambulance control staff (32%).

Of those who saw an error, near miss, or incident that could have hurt staff, a majority of 83% said that they or a colleague reported it. One in nine (11%) did not report it and 6% did not know.

4.4.2 Incidents affecting patients

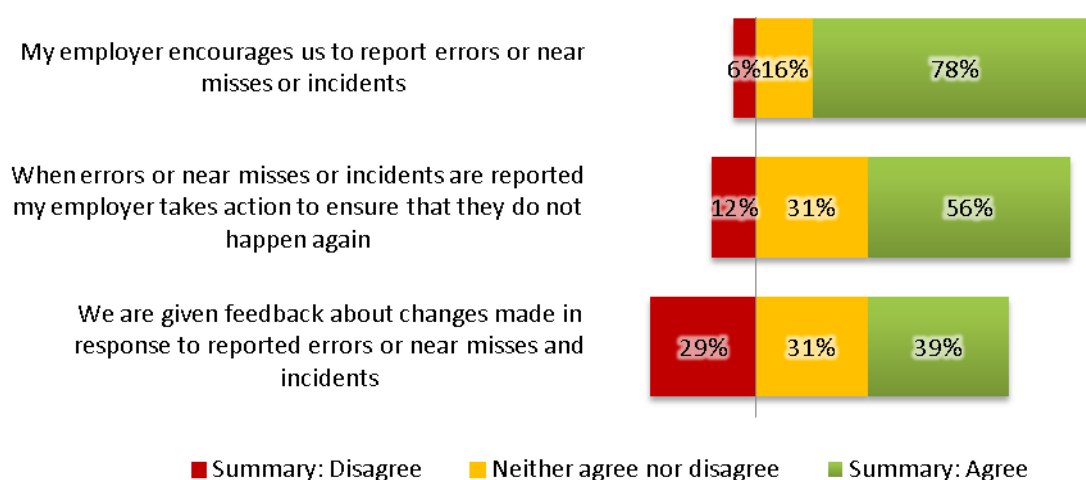
In the last month 26% of employees have seen errors, near misses, or incidents that could have hurt patients/service users. Again breaking down this headline by occupational groups shows that among certain sections of the workforce the proportion witnessing a threat to patients is significantly higher. These groups include:

- Medical and Dental Consultants (61%);
- Paramedics (50%);
- Ambulance Technicians (44%);
- Ambulance control staff (44%); and,
- Midwives (43%).

Of those who saw an error, near miss, or incident that could have hurt patients/service users, 88% said that they or a colleague reported it. On this basis, witnesses to incidents affecting patients/service users are slightly more likely to report these formally than witnesses of incidents affecting staff.

The overall perception among employees is that their employer encourages staff to report errors, near misses or incidents. Almost four in five (78%) employees agree this is the case, while only 6% disagree. While a majority of 56% feel that reported issues result in action to ensure that they do not happen again, only 39% agree they receive feedback on resulting changes. On this basis, strengthening the feedback loop to employees about responses to reported incidents may be necessary. A strong feedback loop in this area is likely to emphasise the value of such incidents being reported.

Figure 10: Perceived culture around errors, near misses and incidents. To what extent do you agree or disagree with the following? (All responses)



Sample Base: 22,392

Not provided responses not shown on graph

Those employees who have reported an error, near miss or incident (that could have hurt either patients or staff) are significantly less likely to believe that their employer takes action in relation to reported incidents (51%) than those who have not made such a report (59%). Incident reporters are also less likely to agree that they are given feedback about changes made in response to reported incidents (34% cf. 41%).

Table 4: Views on reporting incidents among reporter and non-reporters (All responses)

% Agree	Reported error/near miss (any)	
	Employees who have reported	Employees who have not reported
My employer encourages us to report errors or near misses or incidents	81%	76%
When errors or near misses or incidents are reported my employer takes action to ensure that they do not happen again	51%	59%
We are given feedback about changes made in response to reported errors or near misses and incidents	34%	41%

Sample base:	6805	15,587
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On this basis, ensuring that the worth of incident reporting is clearly demonstrated to those who take the time to report incidents, errors or near misses would appear necessary in order to encourage these positive behaviours.

4.5 Chapter Summary: key observations

Just over half (52%) of employees agree that if a friend or relative needed treatment, they would be happy with the standard of care provided by their organisation. This suggests that only half of employees would advocate the services of the organisation they work for. Furthermore, approaching six in ten (57%) employees believe that the care of patients/service users is their organisation's top priority.

When assessing their personal contribution to service delivery views are more positive, with more than four in five (82%) employees feeling that their role makes a difference to patients/service users. However, for a sizeable proportion of employees a gap between their expectations and what they are able to deliver is apparent as only 57% feel that they are able to deliver the standard of service that they aspire to. This is likely to be a source of frustration.

The majority of witnessed incidents, or near misses that could have hurt service users or those that could have impacted on staff were reported (88% and 83% of each type). This is indicative of a culture where such incidents are to be documented and learnt from.

Furthermore, there is strong evidence that employees recognise a culture where errors and near misses are to be acted upon. Almost four in five (78%) agree that their employer encourages staff to report errors, near misses or incidents. While the majority of 56% feel that reported issues result in action to ensure that they do not happen again, only 39% agree they receive feedback on resulting changes. On this basis, strengthening the feedback loop to employees about responses to reported incidents may be necessary.

5 Creating positive work climates

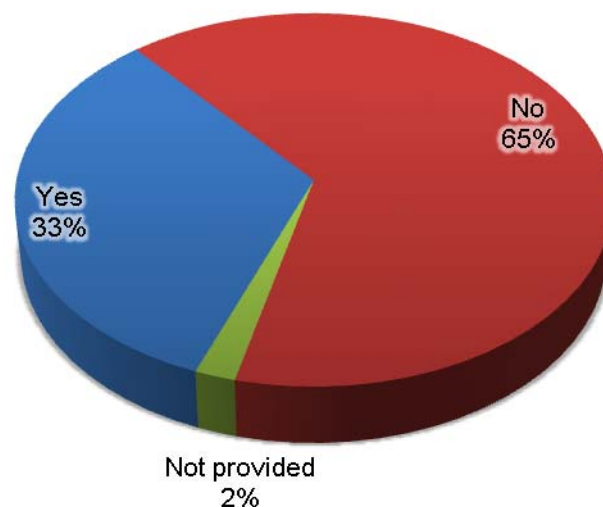
5.1 Introduction

In recognition of the challenging and demanding roles that many NHS Wales employees undertake, various questions within the survey sought to provide an indication of whether organisations are creating positive and supportive working environments for their employees. Topics covered within this theme include staff well-being including the impact of stress, work pressures and the support provided by line managers, plus the prevalence of workplace bullying and violence.

5.2 Focus on staff well-being

During the last 12 months a third (33%) of employees state that they have been injured, or felt unwell as a result of work related stress. Given the possible contribution this makes to staff absenteeism this is a notable finding.

Figure 11: During the last 12 months have you been injured or felt unwell as a result of work related stress? (All responses)



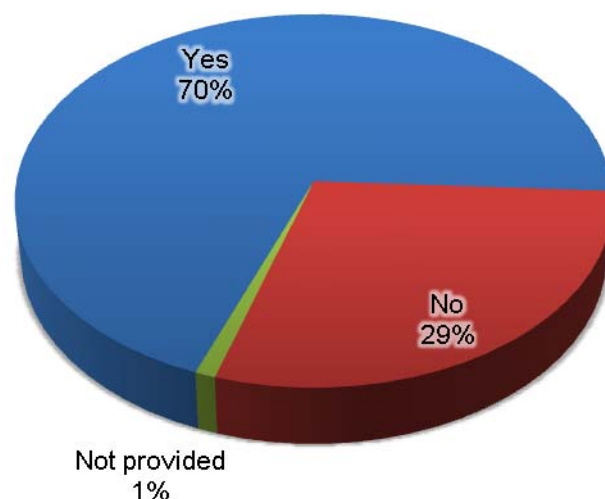
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Sample Base: 22,392

Further analysis shows that the likelihood of being injured or feeling unwell as a result of work related stress is highest among ambulance technicians (65%), paramedics (62%), and ambulance control staff (45%). As these employees are also among those most dissatisfied with their job overall, this raises the question of whether support for these staff could be enhanced.

Exploring this issue further shows that in the last 3 months, 70% of employees state that they have gone to work despite not feeling well enough to perform their duties.

Figure 12: In the last three months have you ever come to work despite not feeling well enough to perform your duties? (All responses)



Sample Base: 22, 392

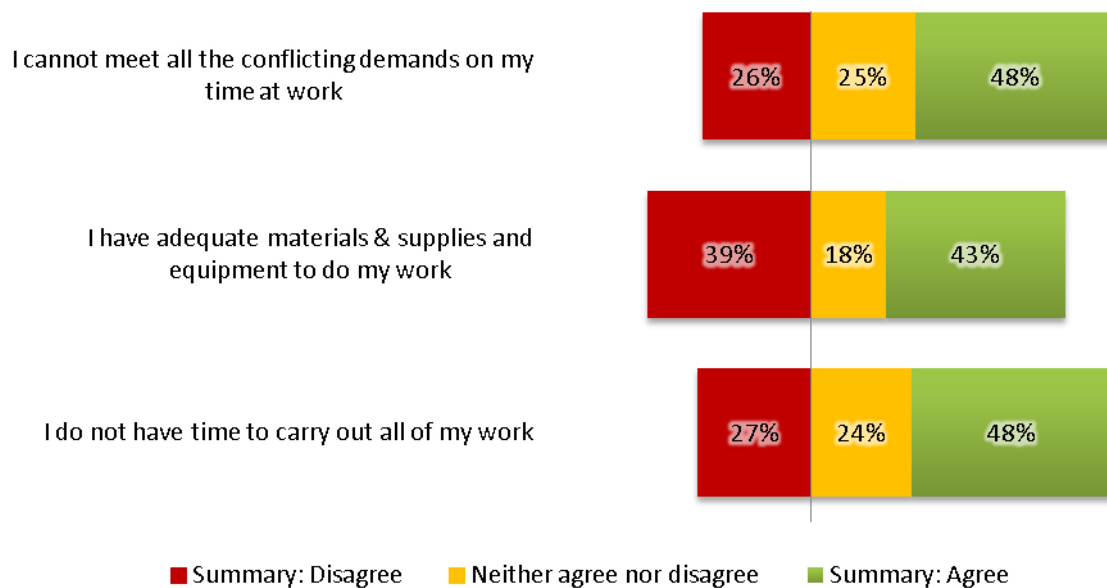
The incidence of work attendance when feeling unwell is highest among paramedics (88%), ambulance control staff (88%) and ambulance technicians (86%).

Among those who have come to work despite not feeling well enough to perform their duties, 39% indicated that they had felt pressure from their manager to come to work and 26% said that they had felt such pressure from colleagues. These findings suggest a sizeable minority (up to 27% of the total workforce) feel that they have experienced pressure to put work attendance before their own personal wellbeing.

5.3 Work pressures

Just under half of employees (48%) agree that they do not have time to carry out all their work while 27% disagree. A further quarter (24%) of employees give a neutral opinion on this issue. When asked if employees are able to meet the conflicting demands on their time, views are similar with 48% agreeing and 26% disagreeing. Just over two in five (43%) employees agree that they have adequate materials, supplies and equipment to do their work (39% disagree).

Figure 13: Agreement with statements in relation to work pressures (All responses)



Sample base: 22,392

Not provided responses not shown on graph

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The perception that insufficient time is available to carry out all of their work is most commonly found among midwives (67%), senior managers (64%), health visitors (61%) and allied health professionals (60%). Among those who are satisfied with their present job, 43% agree that they do not have enough time to carry out all of their work. Among those dissatisfied overall this proportion rises significantly to 63%. To further contextualise these results, just 31% of employees agree that their organisation is committed to helping staff balance their work and home life, with the same proportion disagreeing (32%) – a negative balance score of -1%.

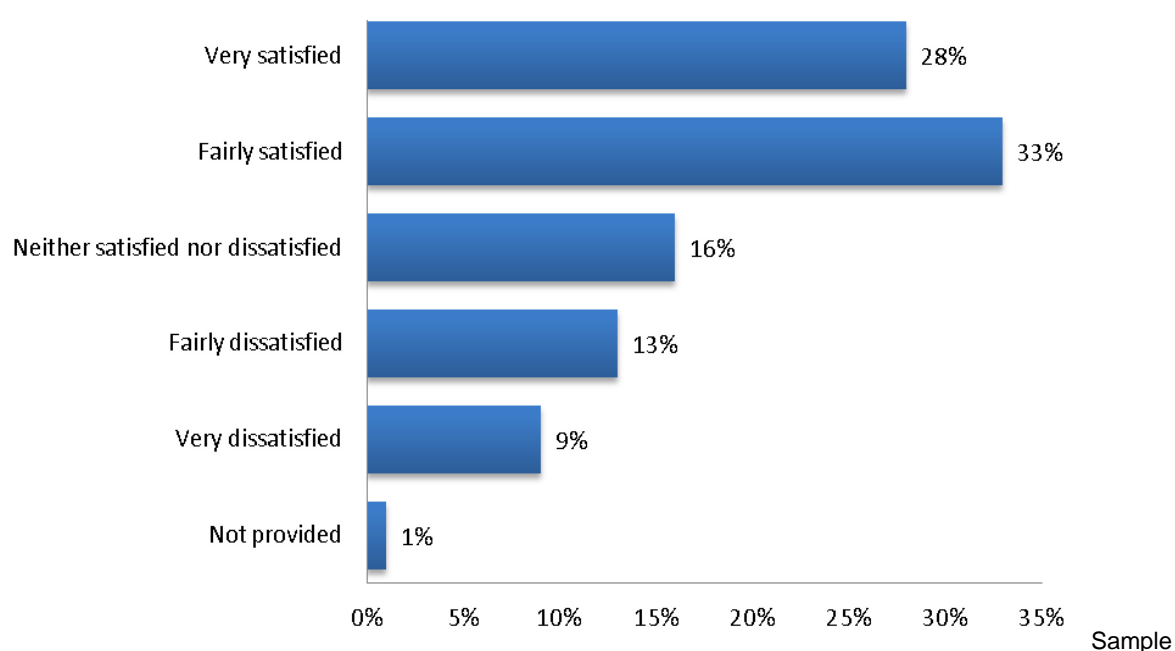
Disagreement that staff have sufficient physical resources (materials and supplies) is highest among paramedics (74%), and ambulance technicians (68%).

5.4 Line manager support

In recognition of the key influence that line managers play on employees' morale, motivation and well-being, plus their role in disseminating and implementing organisational priorities, multiple questions on line managers' behaviour were included within the survey design. These included a question to measure how often line managers display the competencies the Chartered Institute of Personnel and Development (CIPD) have deemed as key to enhancing employee engagement.⁶

The key headline measure on this subject is the overall satisfaction among employees regarding the amount of support they get from their line manager. As shown by the figure below 61% are satisfied with the level of manager support they receive, including 28% who give the most positive response of very satisfied. In contrast, 22% of employees are dissatisfied with the level of support they receive from their line manager. This is an obvious areas for improvement, particularly given that those who are satisfied with their job overall are significantly more likely to be satisfied with this line manager support than those dissatisfied overall (73% cf. 32%).

Figure 14: Satisfaction with support received from immediate manager (All responses)



Employees who are more commonly dissatisfied with the amount of line manager support they receive are found in the ambulance technician (54%), paramedic (48%) and maintenance/ancillary (35%) occupational groups.

⁶ Management competencies for enhancing employee engagement (March 2011)

Further indicators of the overall level of support that line managers currently provide are shown in the figure below. Seven in ten (71%) employees agree that their manager is supportive in a personal crisis, while around six in ten agree that their manager makes clear what is expected of them (61%) and that they can be counted on to help with a difficult task (59%). Comparatively, lower agreement (48%) is seen with the notion that their line manager helps them find a good work life balance. This finding ties up with those relating to capacity issues and difficulty in completing workloads that are expressed elsewhere in this report.

Figure 15: Views on line manager support (All responses)



Sample base: 22,392

Not provided responses not shown on graph

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5.4.1 Management competencies

Research by the CIPD has grouped indicators of positive management behaviour into eleven competencies under three themes as shown in the table below.

Table 5: CIPD management competencies

Theme	Management competency	Description
Supporting employee growth	Autonomy and empowerment	Has trust in employee capabilities, involving them in problem-solving and decision-making
	Development	Helps employees in their career development and progression
	Feedback, praise and recognition	Gives positive and constructive feedback, offers praise and rewards good work
Interpersonal style and integrity	Individual interest	Shows genuine care and concern for employees
	Availability	Holds regular one-to-one meetings with employees and is available when needed
	Personal manner	Demonstrates a positive approach to work, leading by example
	Ethics	Respects confidentiality and treats employees fairly
Monitoring direction	Reviewing and guiding	Offers help and advice to employees, responding effectively to employee requests for guidance
	Clarifying expectations	Sets clear goals and objectives, giving clear explanations of what is expected
	Managing time and resources	Is aware of the team's workload, arranges for extra resources or redistributes workload when necessary
	Following processes and procedures	Effectively understands, explains and follows work processes and procedures

These competencies were covered in the survey design. All employees were asked how often each of these competencies applies to their line manager on a frequency scale ranging from 'never' through to 'always.' The subsequent responses are summarised in the table below.

Table 6: Frequency with which line managers display core competencies (All responses)

	Never	Rarely	Some times	Often	Always	Not provided	Summary: Never/rarely	Summary: Often/always
Supporting employee growth								
Shows trust in you	4%	7%	21%	36%	31%	1%	11%	67%
Involves you in problem solving and decision making	10%	17%	31%	29%	13%	1%	26%	42%
Gives positive and constructive feedback and offers praise and acknowledges good work	10%	20%	30%	24%	15%	1%	30%	39%
Interpersonal style and integrity								
Shows genuine care and concern for employees	7%	11%	27%	30%	24%	1%	18%	55%
Holds regular one to one meetings with employees and is available when needed	11%	21%	28%	24%	15%	1%	32%	39%
Demonstrates a positive approach to work and leads by example	8%	12%	26%	30%	22%	1%	21%	52%
Respects confidentiality and treats employees fairly	6%	8%	21%	32%	32%	1%	14%	64%
Monitoring direction								
Offers help and guidance and advice to employees	6%	10%	29%	31%	23%	1%	16%	54%
Sets clear goals and objectives giving clear expectations of what is expected	7%	15%	30%	30%	17%	1%	21%	47%
Is aware of the team's workload and arranges for extra resources and redistributes workload where necessary	11%	19%	30%	24%	15%	1%	30%	39%
Effectively understands and explains and follows work processes and procedures	7%	11%	27%	33%	22%	1%	17%	54%

The competencies that line managers within NHS Wales most commonly display (often or always) are supporting **autonomy and empowerment** by showing trust in staff (67%), and behaving **ethically**, by respecting confidentiality and treating employees fairly (64%). More than half of employees also feel that line managers often or always **support individual interests** by showing genuine care and concern for employees (55%), **follow processes and procedures** (54%), and **review and guide progress** by offering help, guidance and advice (54%).

In contrast, the competencies that line managers are least likely to display frequently are those that relate to **feedback, praise and recognition, availability, and managing time and resources**. Only 39% say their manager often or always gives positive and constructive feedback and acknowledges good work, or holds regular one to one meetings with employees and is available when needed. The same proportion (39%) give the same response in relation to line managers being aware of the team's workload, arranging for extra resources and workload re-distribution where necessary.

The importance of these competencies being demonstrated more frequently by line managers is shown by the table below. Those who agree that they get clear feedback about how well they are doing in their job are significantly more likely to be satisfied with their job, more likely to feel their work is valued and more likely to feel they have enough information to do their job well.

Table 7: Differences in perceptions between those who receive clear feedback and those who do not (All responses)

	Get clear feedback?	
	Employees who agree this is the case	Employees who disagree this is the case
Satisfied with present job	84%	45%
I often have trouble working out whether I am doing well or poorly in this job -% agree	14%	44%
Satisfied with the extent to which my organisation values my work	62%	10%
I can influence what goes on in my work area -% agree	58%	22%
The organisation provides me with enough information to enable me to do my job well -% agree	70%	30%
Sample base	8802	8715

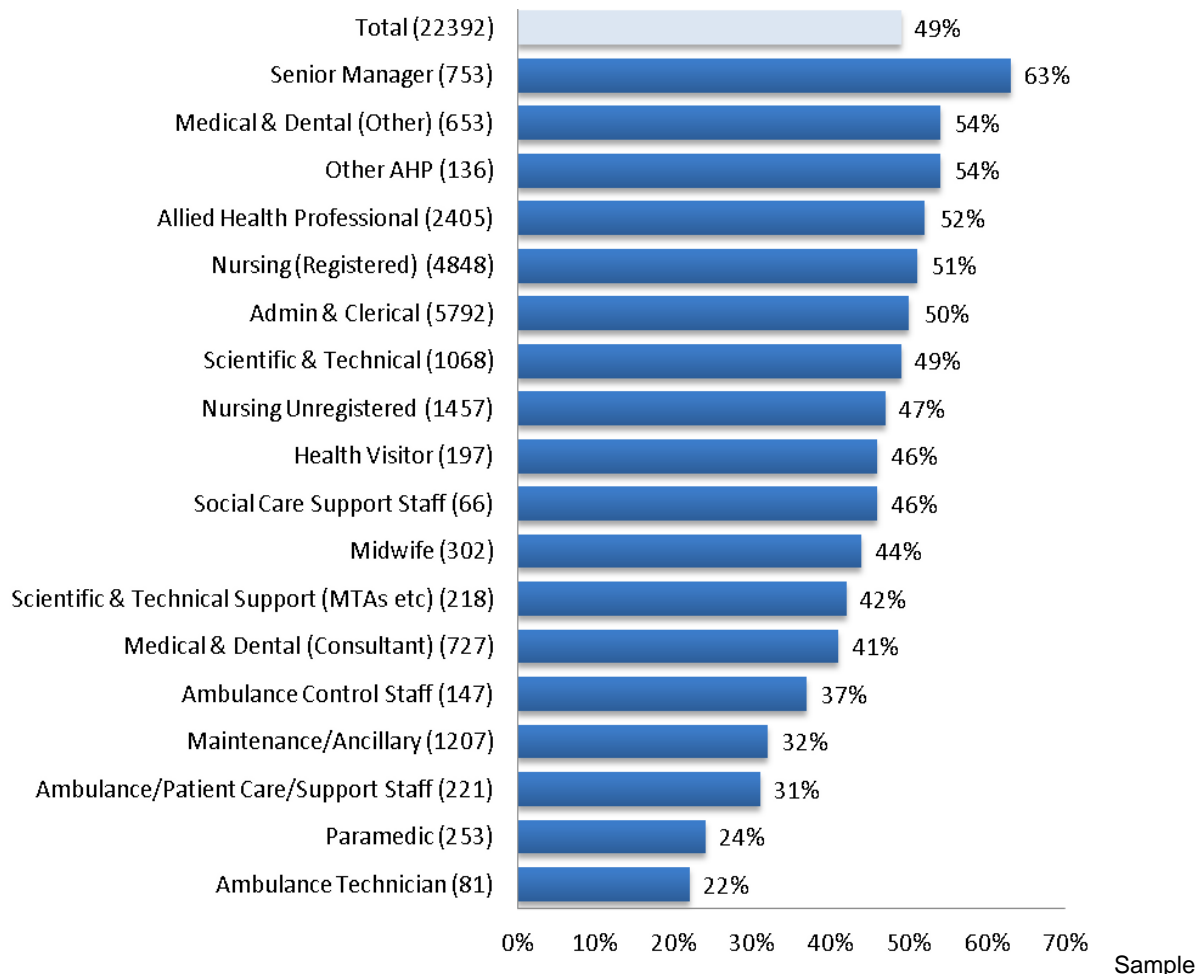
In order to summarise perceptions of line managers the mean proportion of employees who state that each of 14 competencies are often or always displayed by their line manager has been calculated. These 14 competencies include the 11 already discussed, plus more general measures of whether line managers are visible, are effective in helping employees to focus on the work they are doing and whether they make employees feel positive about their role.

For NHS Wales as a whole this index score of line manager competencies being evident often or always is 49%. Use of this index score will be key to understanding

variations in line manager behaviour within organisations, allowing comparatively poor performance to be identified.

Applying this index score approach to each occupational group (where sample sizes permit analysis) shows that senior managers most commonly state that their line managers display positive line manager competencies (63%). In contrast, ambulance technicians least commonly state this is the case (22%).

Figure 16: Index score of line manager competencies being displayed often or always (All responses)



bases in parentheses

5.5 Taking action against bullying, harassment and violence

Survey responses suggest that issues of bullying, harassment and violence affect a small but notable minority of staff. In the past 12 months:

- 18% of employees have personally experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public.
- 18% have personally experienced harassment, bullying or abuse at work from manager/ team leader or other colleagues.

- 11% have personally experienced physical violence at work from patients/service users or other members of the public.
- Just 1% have personally experienced physical violence at work from a manager/team leader or other colleagues.

As not all employees work directly with the public it is important to look at responses in a little more detail. The table below shows the particular occupational groups for which the prevalence of abuse and violence is highest. Clearly there are certain occupational roles for which these issues are a much bigger threat.

Table 8: Highest incidence of bullying, harassment and violence from the public (All responses)

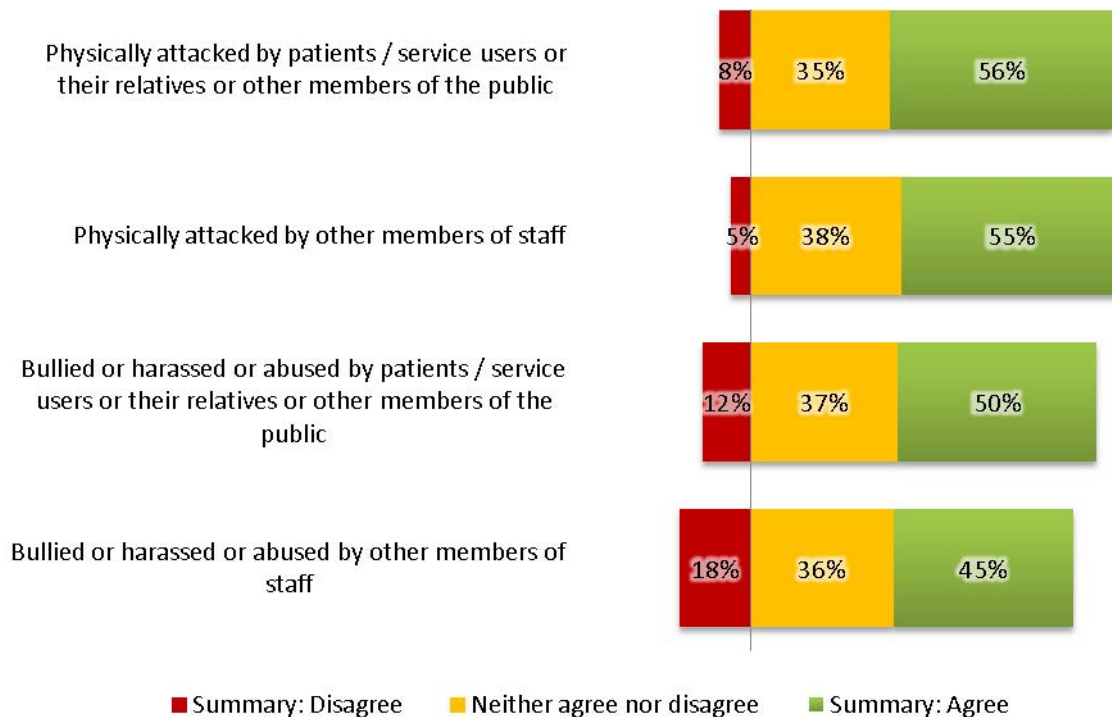
Experience of harassment, bullying or abuse from the public - occupational groups where incidence is highest
Paramedic (57%) Ambulance Technician (51%) Ambulance Control Staff (31%) Nursing - Unregistered (31%) Nursing - Registered (31%)
Experience of physical violence from the public- occupational groups where incidence is highest
Paramedic (52%) Ambulance Technician (51%) Nursing - Unregistered (35%) Social Care Support Staff (30%) Nursing - Registered (24%)

Clearly, in order to create positive work climates any incidents of bullying or violence need to be identified and acted upon irrespective of the source. Amongst all employees, when asked if effective action is taken in response to incidents:

- 56% agree this is the case when staff are physically attacked by patients / service users, their relatives or other members of the public.
- 55% agree this is the case when staff are physically attacked by other members of staff.
- 50% agree this is the case when staff are bullied, harassed or abused by patients /service users, their relatives or other members of the public
- 45% agree this is the case when staff are bullied, harassed or abused by other members of staff.

As shown by the figure below around a third answer neutrally on these issue, rather than disagreeing that effective action is not taken. However, 18% do disagree that effective action is taken when staff are bullied, harassed or abused by other members of staff. This suggests this is a possible area for improvement.

Figure 17: My employer takes effective action if staff are...? (All responses)



Sample base: 22,392

Not provided responses not shown on graph

To provide further insight on this issue the views at this question of those who have experienced any form of bullying or harassment are shown in the table below. This shows that agreement that employers take effective action in all four scenarios is significantly lower among those who have experienced either violence or bullying compared to those who have not. As the former group are those best able to judge the response their employer provides in these situations this suggests that perception that effective action is taken is diminished rather than enhanced by experience of these issues. Ideally the opposite should be the case.

Table 9: Views of those who have experienced harassment or violence on employer's action in response (All responses)

% agree employer takes effective action if staff are	Experienced physical violence (any source)?		Experienced bullying (any source)?	
	Employees who have	Employees who have not	Employees who have	Employees who have not
Physically attacked by patients / service users or their relatives or other members of the public	51%	<u>57%</u>	50%	<u>59%</u>
Physically attacked by other members of staff	49%	<u>56%</u>	49%	<u>58%</u>
Bullied or harassed or abused by patients / service users or their relatives or other members of the public	43%	<u>51%</u>	40%	<u>55%</u>
Bullied or harassed or abused by other members of staff	41%	<u>46%</u>	32%	<u>52%</u>
Sample Base	2708	19,534	6971	15,104

5.6 Chapter Summary: key observations

Various indicators within the survey responses provide an indication that many staff find their working environment pressurised. Just under half of employees (48%) agree that they do not have time to carry out all their work. When asked if they are able to meet the conflicting demands on their time views are extremely similar with 48% agreeing and 26% disagreeing.

A further indicator of the pressure within organisations is the finding that 70% of employees state that they have gone to work despite not feeling well enough to perform their duties. While this shows commitment among these employees, it should be questioned whether this is beneficial to staff themselves, their colleagues and indeed patients/service users.

During the last 12 months a third (33%) of employees state that they have been injured, or felt unwell as a result of work related stress.

Six in ten (61%) employees are satisfied with the level of manager support they receive including 28% who give the most positive response of very satisfied. The competencies that line managers within NHS Wales most commonly display (often or always) are supporting autonomy and empowerment by showing trust in staff (67%) and behaving ethically, by respecting confidentiality and treating employees fairly (64%). In contrast, the competencies that line managers are least likely to display frequently are those that relate to feedback, praise and recognition, availability, and managing time and resources.

Employees who receive regular feedback on how they are doing are more likely to be satisfied overall, are more likely to feel valued and more commonly feel they are able to have an influence on their area of work. These wider benefits of providing regular feedback should be communicated to all line managers.

Survey responses suggest that issues of bullying, harassment and violence affect a small but notable minority of staff. In the past 12 months 18% have personally experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public and 18% have personally experienced harassment, bullying or abuse at work from a manager/ team leader or other colleagues.

6 Human resource management practices

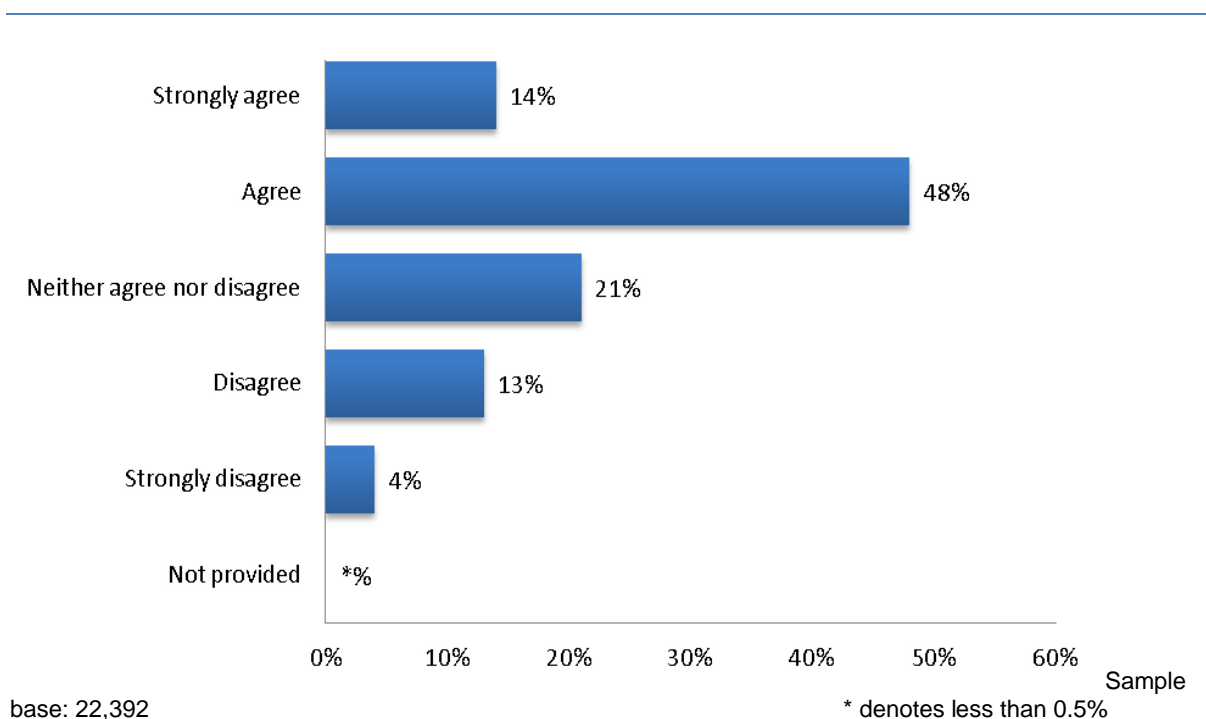
6.1 Introduction

This section of the report focuses on the human resource management practices including the quality of training, the prevalence of the appraisal process and its impact, plus equalities issues. The responses in this chapter will illustrate the views of employees on the processes that are there to support them.

6.2 Role design

In order that employees can clearly judge their own performance and progress each individual should have a formal set of goals and objectives. When asked whether they have planned goals and objectives for their job role, 62% indicate that this is the case, but 21% answer neutrally and 17% disagree.

Figure 18: Agreement with statement: 'I have clear & planned goals and objectives for my job' (All responses)



Among those who do not have clear planned goals and objectives for their job, 53% agree that that they often have trouble working out whether they are doing well or poorly in this job. Among those with clear objectives this proportion drops to 20%.

Among those satisfied with their present job role 74% agree that they have clear personal objectives. In contrast, among those who are dissatisfied with their present job just 35% state that they have such plans and objectives. This finding illustrates the broader benefits for individuals of formal planned goals and objectives.

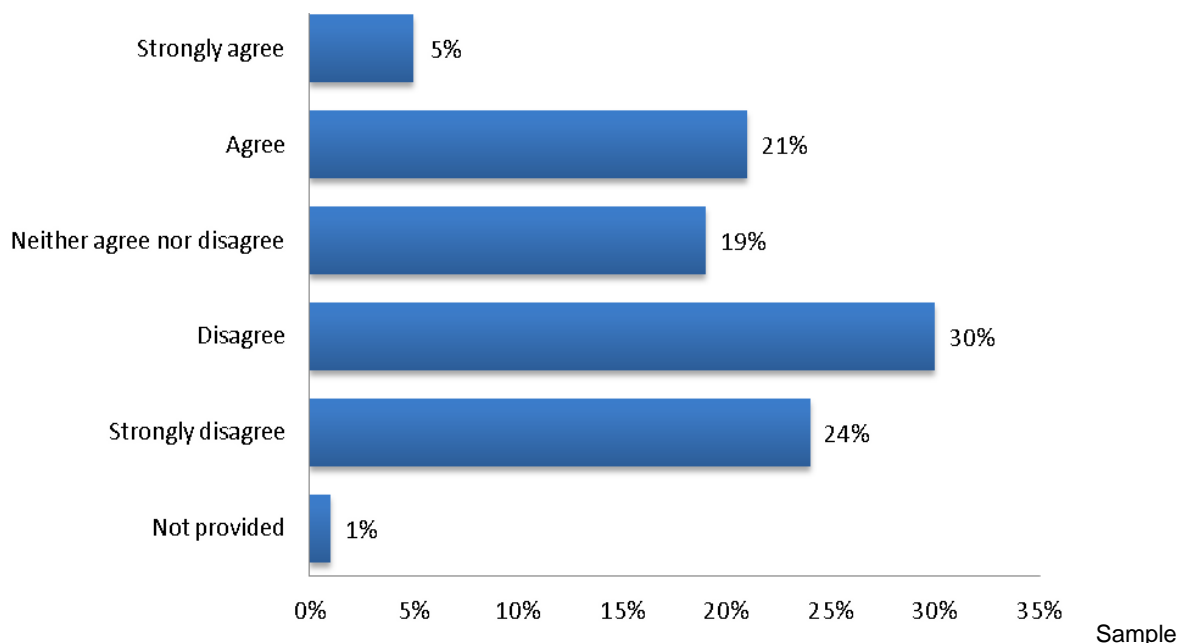
Overall, three quarters (74%) of employees agree that they always know what their work responsibilities are, while 13% disagree this is the case. Among those who have clear objectives for their role, the proportion who agree that they always know what their responsibilities are rises to 88%.

Further analysis shows that just 67% of line managers feel they have clear planned goals and objectives for their job. Although this compares favourably to the 59% among non-managers, this does suggest numerous line managers do not feel like they have a clear direction. On the same theme, 75% of those employees with line management responsibility always know what their work responsibilities are. While this proportion is significantly higher than the 73% of non-line managers who give the same response this still means 11% of line managers do not always know what their responsibilities are. The potential negative impact of this upon those working under these managers is a concern.

6.3 Workforce capacity

When considering capacity issues within their organisation more employees disagree (55%) than agree (26%) that there are enough staff at this organisation for them to do their job properly. This negative balance clearly suggests that capacity issues are a concern for NHS Wales employees. Alongside this, as already noted in section 5.3 regarding work pressures, 48% of employees agree that they do not have enough time to carry out all of their work.

Figure 19: Agreement with statement: ‘there are enough staff at this organisation for me to do my job properly’ (All responses)



Looking at these capacity issues in more detail shows that disagreement that there are enough staff at this organisation for them to their job properly is more commonly expressed by line managers (59%) than by those who do not have these

responsibilities (52%). At an occupational group level, the groups that most commonly disagree that sufficient staff are available are ambulance technicians (89%), paramedics (87%), ambulance control staff (82%) and midwives (74%). Whether these heightened perceptions of a lack of staff among these occupational groups are a true reflection of capacity issue in these areas should be reviewed.

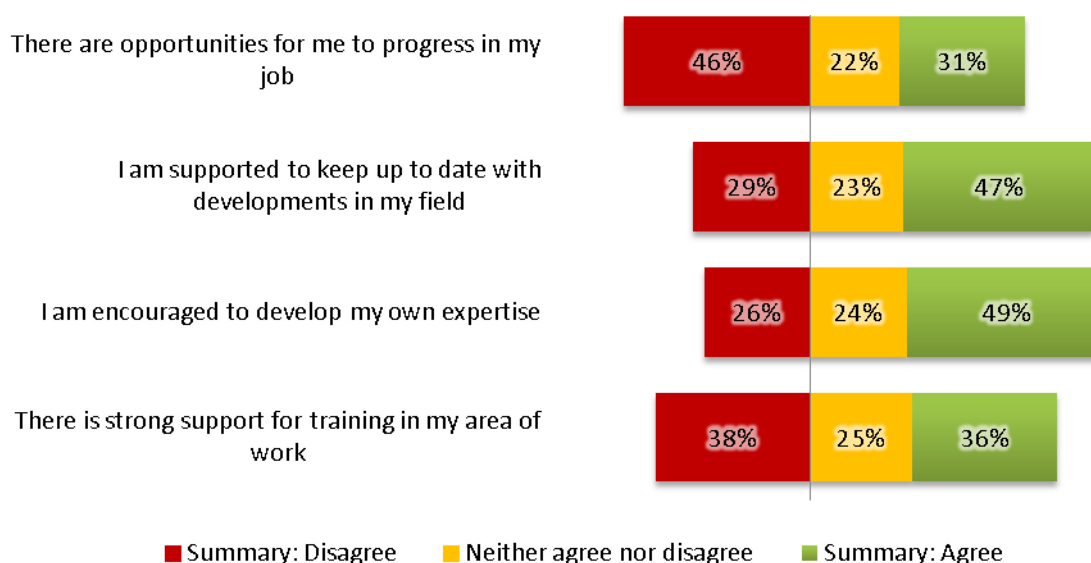
6.4 Inappropriate staff deployment

A potential source of danger and errors is clinical staff being deployed to areas where they do not feel confident or competent to work. In the past twelve months 10% of staff say that they have moved from their own clinical area to another, where they have not felt confident or competent to work. Please note 18% said this question was not applicable to them. This proportion who felt inappropriately deployed peaks at 23% among midwives and is also significantly higher among unregistered nurses (19%) and registered nurses (16%).

6.5 Training and development

Four specific statements in relation to training and development were included in question 16 of the survey. The responses to each are summarised in the figure below. This figure shows that a greater proportion of employees disagree (46%) rather than agree (31%) that there are opportunities for them to progress in their job. However, when asked whether they are supported to keep up to date with developments in their field and in developing their own expertise the balance is reversed with 47% and 49% agreeing respectively. Overall views on whether there is strong support for training in their area of work are balanced, as 36% agree, 38% disagree and 25% have a neutral view.

Figure 20: To what extent do you agree or disagree with the following statements about your opportunities at work? (All responses)



Sample base: 22,392

Not provided responses not shown on graph

The multiple career paths and training requirements within the NHS Wales workforce mean that responses in relation to training and development need to be viewed by occupational group. Table 10 shows the highest levels of disagreement by occupational group that there are opportunities for progression and that there is strong support for training in their area of work. This clearly demonstrates that Ambulance Service staff appear to have the most negative views on these issues.

Table 10: Highest disagreement on training and development issues by occupational group

Occupational groups who most commonly disagree there are opportunities for them to progress in their job
Ambulance Technician (86%) Paramedic (66%) Ambulance/patient care/support staff (63%) Scientific and Technical support staff (63%)
Occupational groups who most commonly disagree there is strong support for training in their area of work
Ambulance Technician (86%) Paramedic (77%) Ambulance/patient care/support staff (52%) Ambulance control staff (52%)

The most common forms of training and development that NHS Wales employees have undertaken in the last 12 months is keeping up to date with developments in their type of work (60%) through reading journals, or attending seminars and workshops. Over half 55% have been on taught courses and 53% have experienced e-learning / online training. Where employees have received training or learning development over the last 12 months (paid for and provided by their employer) only half appear to be positive about it as:

- 52% state it has helped them to do their job better;
- 54% state it has helped them to stay up-to-date with their job; and,
- 55% state it has helped them stay up-to-date with professional requirements.

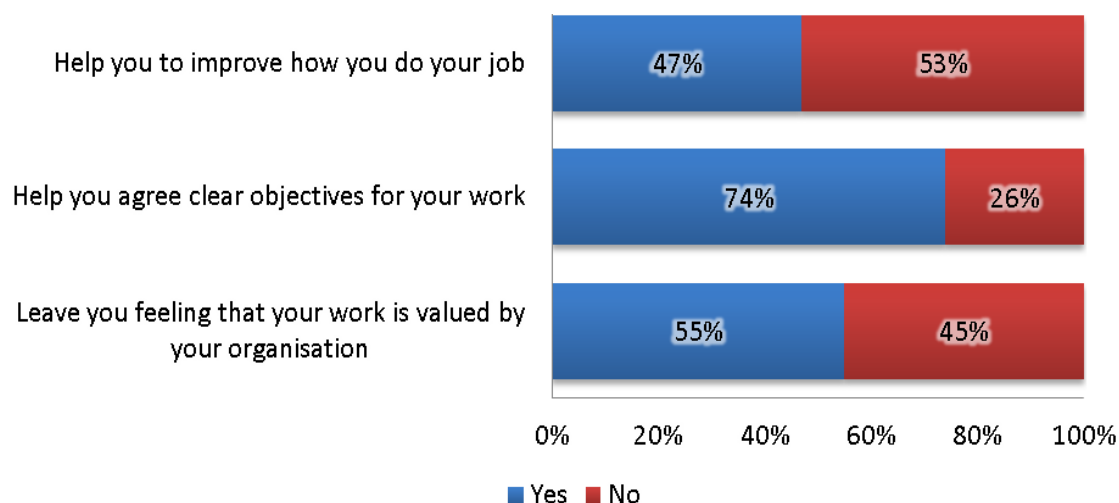
6.6 Appraisal processes

In the last 12 months just over half (55%) of employees indicate that they have had a personal development appraisal or KSF review. The occupational groups least likely to have had such a review during this period are ambulance technicians (9%) and paramedics (13%).

The feedback given by those who have experienced this process is somewhat mixed. While three quarters (74%) of those who have had a personal development appraisal or KSF review said that it helped them to agree clear objectives for their work, less than half (47%) said it helped them to improve how they do their job. Alongside this,

55% felt this process left them feeling that their work is valued by their organisation, but 45% disagreed this was the case.

Figure 21: Did the appraisal / review...? (Those who have had a personal development appraisal or KSF development review in the past 12 months)



Sam

Sample base: 12,212

While the above findings suggest that there may be scope for the personal development appraisal process to be improved, it should be noted that those who have been through this process more commonly hold positive opinions on a number of key indicators.

As table 11 below clearly demonstrates, those who have had an appraisal within the last 12 months are significantly more likely to feel that they have clear objectives, and are less likely to feel uncertain about how they are performing. Participants in such review processes are also significantly more likely to agree that they are encouraged to develop their own expertise. While a direct causal effect between appraisals and these views cannot be proved, these correlations clearly demonstrate that a successful formal review process for staff is likely to generate wider benefits for employees.

Table 11: Association between involvement in appraisal process and employees views on their job role (All responses)

	Appraisal received	
	Employees who have had	Employees who have not had
% Agree		
I have clear & planned goals and objectives for my job	<u>71%</u>	51%
I often have trouble working out whether I am doing well or poorly in this job	24%	<u>33%</u>
I get clear feedback about how well I am doing my job	<u>46%</u>	23%
I am encouraged to develop my own expertise	<u>59%</u>	36%
% satisfied with		
The recognition I get for good work	<u>52%</u>	35%
Sample base	12,212	9921

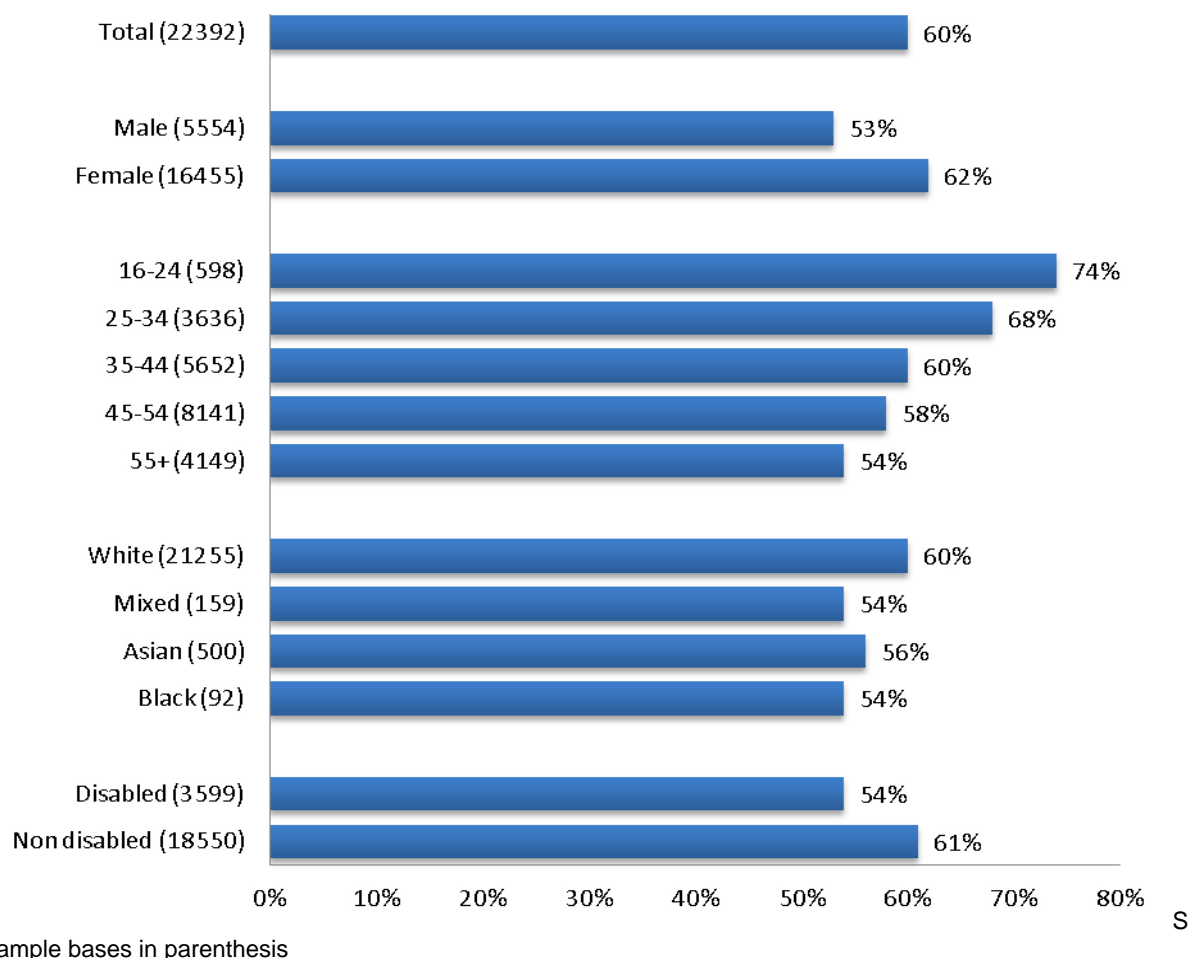
While appraisals are the formal mechanism for providing employees with feedback, feedback should also be a central part of the line-manager/line report relationship and team environments. Among all employees at present only 43% agree that their line manager gives them clear feedback on their work. Conversely, 27% disagree that this is the case with a further 28% neither agreeing nor disagreeing.

6.7 Equalities issues

One question on the issue of equalities was included in the survey questionnaire. All employees were asked whether their employer acts fairly with regard to career progression/promotion, regardless of, for example, race or ethnic background, gender, religion and belief, sexual orientation, pregnancy, disability, marriage or civil partnership, age or caring responsibilities. Overall, six in ten (60%) employees feel that this is the case with just 12% stating the opposite. The fact that 28% said 'don't know' to this question suggests this is perhaps something that some staff find difficult to judge in their day to day roles.

On such a question it is important to consider whether differences in opinion exist among different equalities groups. On this basis, responses to this issue by age gender, ethnicity and disability are shown in the figure below. This figure illustrates that females are significantly more likely to agree that their employer acts fairly compared to males (62% cf. 53%). In terms of age, those agreeing that their employer acts fairly falls with age, with those aged 16-24 most commonly stating this is the case (74%). Notably, those with a disability or long term condition are significantly less likely to feel that their employer acts fairly in terms of career progression and promotion compared to those who do not (54% cf. 61%).

Figure 22: Proportion who agree their employer acts fairly with regard to career progression/promotion (All responses)



6.8 Chapter Summary: key observations

When considering capacity issues within their organisation more employees disagree (55%) than agree (26%) that there are enough staff for them to do their job properly. This negative balance clearly suggests that capacity issues are a concern for NHS Wales employees and chimes with previous results about the ability of employees to complete their workloads.

A potential source of danger and errors is clinical staff being deployed to areas where they do not feel confident or competent to work. In the past twelve months 10% of staff say that they have moved from their own clinical area to another, where they have not felt confident or competent to work. This proportion peaks at 23% among midwives and is also significantly higher among unregistered nurses (19%) and registered nurses (16%).

In the last 12 months just over half (55%) of employees indicate that they have had a personal development appraisal or KSF review. The feedback given by those who have experienced this process is somewhat mixed. While three quarters (74%) of those who have had a personal development appraisal or KSF review said that it helped them to agree clear objectives for their work, less than half (47%) said it helped them to improve how they do their job. Alongside this 55% felt this process left them feeling that their work is valued by their organisation, but 45% disagreed this was the case.

However, further analysis shows that on various indicators those who have experienced an appraisal process are more likely to hold positive views than those who have not. These measures include employees being able to judge their own performance and having a clear set of objectives. While they should not be the only form of providing feedback, these variations do suggest that an appraisal process generates wider benefits and that their uneven incidence across occupational groups should be addressed.

All employees were asked whether their employer acts fairly with regard to career progression/promotion, regardless of, for example, race or ethnic background, gender, religion and belief, sexual orientation, pregnancy, disability, marriage or civil partnership, age or caring responsibilities. Overall, six in ten (60%) feel that this is the case with just 12% stating the opposite. The fact that 28% said 'don't know' to this question suggests this is perhaps something that some staff find difficult to judge in their day to day roles.

7 Effective team working

7.1 Introduction

The nature of the team-working employees experience within their organisation is summarised in this chapter.

7.2 Team membership

More than nine in ten (91%) employees state that they work in a team. This statistic relates to the organisational structures in which employees operate. It is more pertinent to consider whether employees have an emotional connection to a team. Approaching three quarters (73%) feel that they belong to a team, with the remainder either disagreeing (12%) or answering neutrally (14%). On this basis, the majority of staff appear to feel that they are working in a collaborative way rather than in isolation. This is further substantiated by the fact that 75% of employees say that the people that they work with seek their opinions and that colleagues treat them with respect (79%).

Figure 23: Views on team membership and respect issues (All responses)



Sample base: 22392

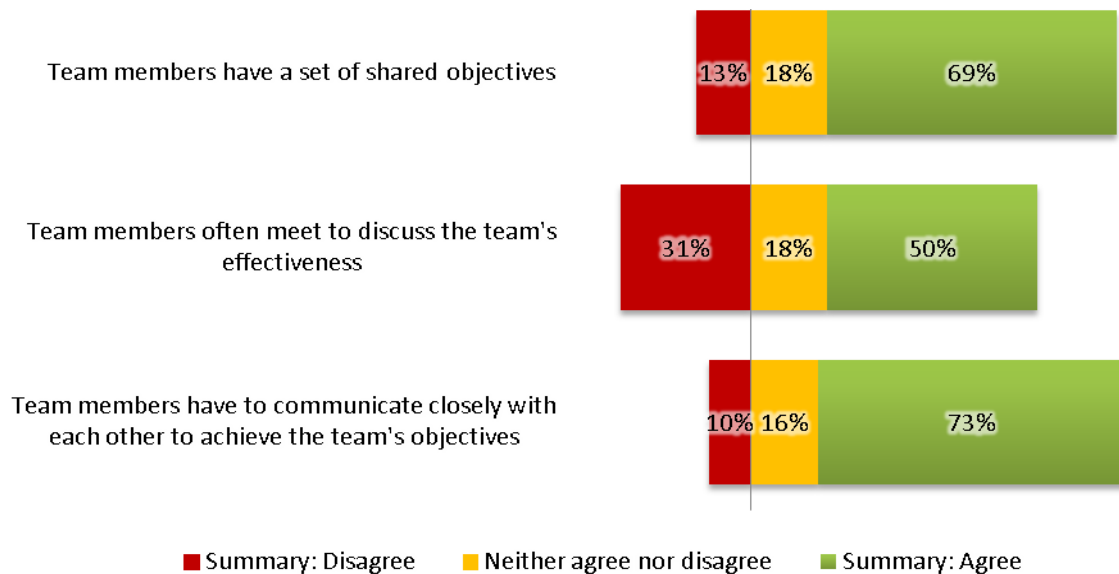
Not provided responses not shown on graph

7.3 Team objectives and team working

Those who state that they work within a team structure were asked to comment on three aspects of their team working. As shown below, two thirds (69%) of employees feel that team members have a shared set of objectives, but 13% disagree that this is the case. While approaching three quarters (73%) of employees believe team members have to communicate closely with each other to achieve their team's objectives, only 50% state that team members meet often to discuss the team's

effectiveness. Three in ten (31%) employees disagree that team members meet often to have such discussions, suggesting that a sizeable proportion of employees do not have a forum where experience and learning can be shared with colleagues.

Figure 24: Views on team objectives and team working (All those who work in a team)



Sample base: 20,391

Not provided responses not shown on graph

The occupational groups least likely to agree that their team often meets to discuss effectiveness are ambulance technicians (15%), paramedics (21%) and ambulance / patient care / support staff (23%). Further analysis shows that among those who agree that they get clear feedback on how well they are doing, 74% agree that their team often meets to discuss effectiveness. Among those who do not feel they get such feedback just 29% agree they have such team meetings.

7.4 Chapter Summary: key observations

Approaching three quarters (73%) of employees feel that they belong to a team, with the remainder either disagreeing (12%) or answering neutrally (14%). On this basis, the majority of staff appear to feel they are working in a collaborative way rather than in isolation. This is further substantiated by the fact that 75% of employees say that the people that they work with seek their opinions and feel that colleagues treat them with respect (79%).

While approaching three quarters (73%) of employees believe their team members have to communicate closely with each other to achieve the team's objectives only 50% state that team members meet often to discuss the team's effectiveness. Three in ten (31%) employees disagree that team members meet often to have such discussions, suggesting that a sizeable proportion of employees do not have a forum where experience and learning can be shared peer to peer.

8 Building trust and good communication

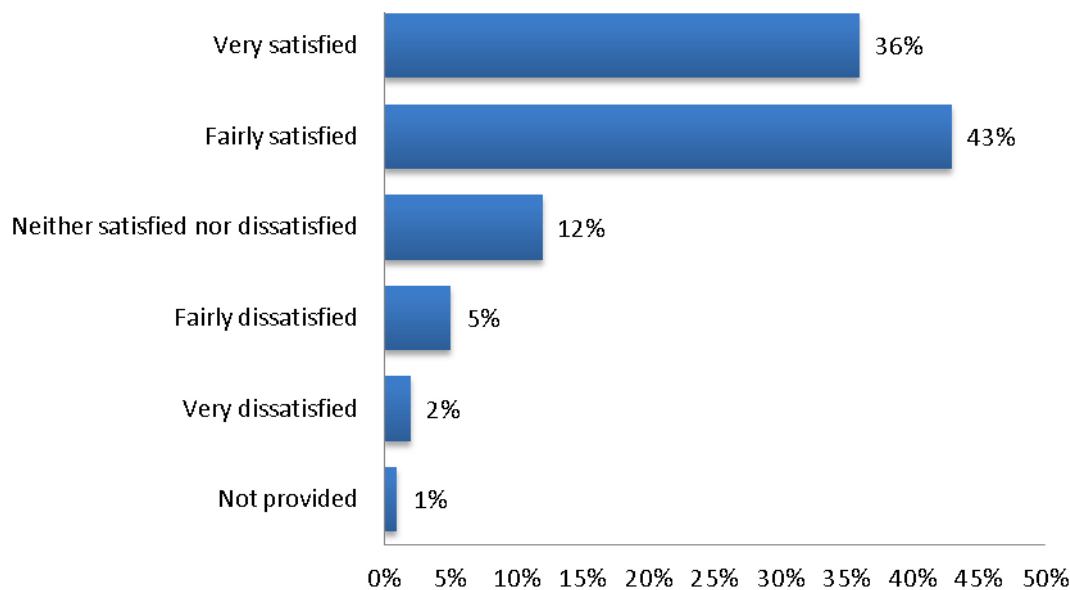
8.1 Introduction

This final chapter of the report summarises the various indicators of trust at different levels of the organisation. In effective organisations the trust between colleagues, within teams, between line managers and line reports, and between senior managers and the wider workforce will be evident, based on strong communication of what each is doing and why.

8.2 Trust between colleagues

As already reported in section 7.1 in relation to team working, 75% of employees state that the people that they work with seek their opinions, with only 9% disagreeing this is the case. When asked whether they are satisfied with the support they get from work colleagues responses are even more positive with 79% satisfied and just 8% dissatisfied.

Figure 25: Satisfaction with support received from work colleagues (All responses)



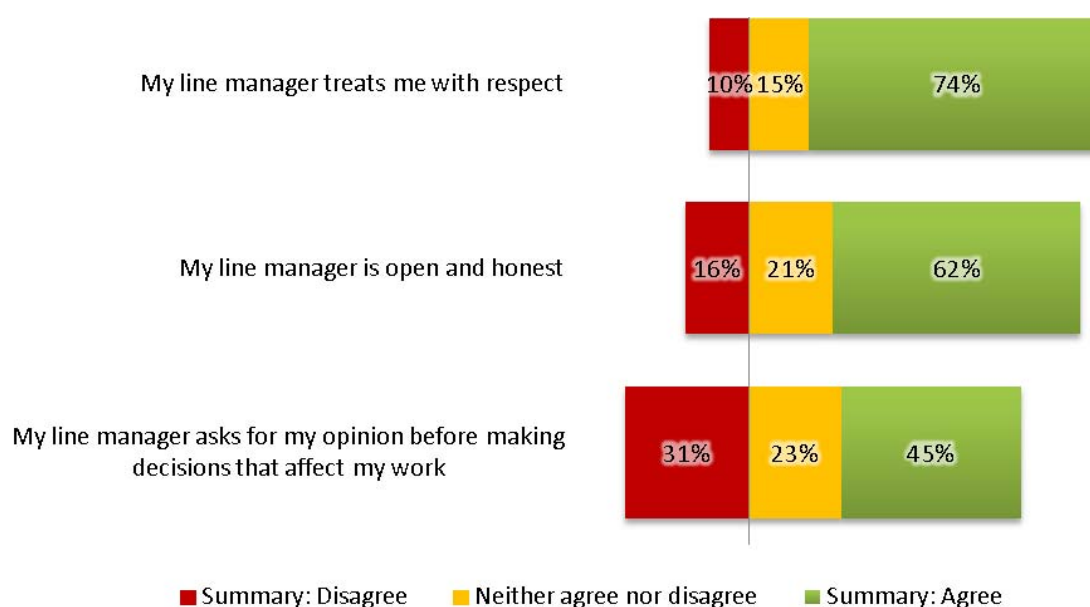
Sample base: 22,392

Both of these findings suggest that supportive and collaborative team working cultures are identified by most employees, despite the concerns regarding workload and capacity pressures expressed elsewhere.

8.3 Trust between staff and line managers

The extent to which core competencies are exhibited by line managers is reported in detail in section 5.4 of this report. As already noted, 67% of employees feel that their line manager shows trust in them often or always. Indeed this was the competency that employees most commonly identified in their line manager. When commenting about their line manager on an agree/disagree Likert scale, 62% feel that their line manager is open and honest. While this positive skew to opinion is good, there is clearly scope for further improvement on this measure given that 21% gave a neutral response. Given that mutual respect will be the foundation of trusting relationships between line managers and their staff it is notable that a majority of 74% of employees agree that their manager treats them with respect.

Figure 26: Indicators of trust between line managers and staff (All responses)



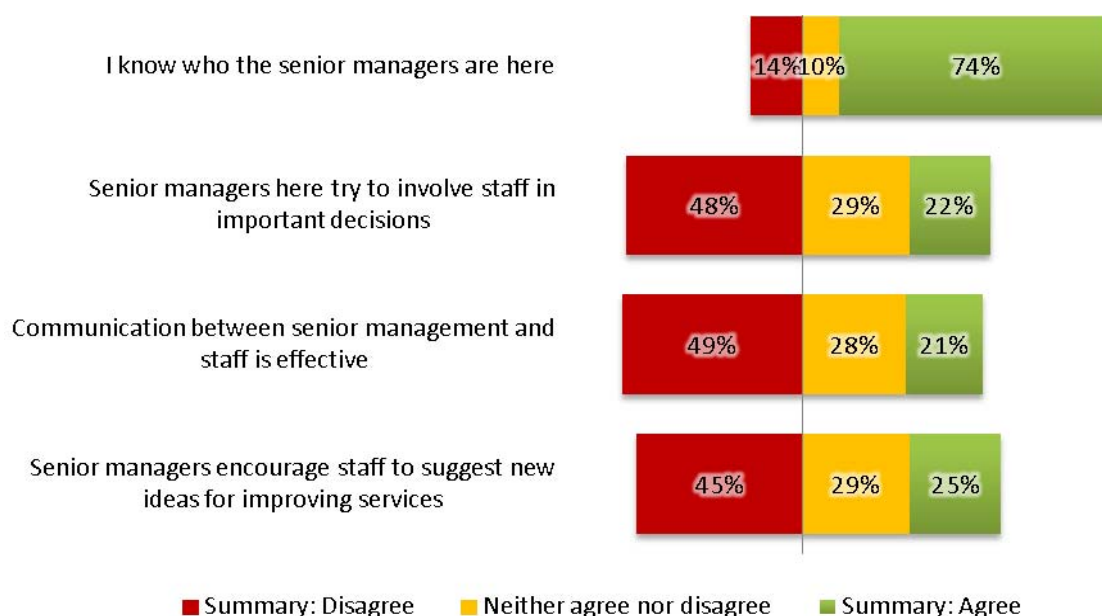
Sample base: 22,392

Not provided responses not shown on graph

8.4 Trust between staff and senior leaders

When considering the senior managers within their organisation, three quarters (74%) of employees agree that they know who these individuals are. However, when considering the behaviours of senior managers the balance of opinion is skewed towards the negative. Just 22% of employees agree that senior managers try to involve staff in important decisions and more than twice as many disagree this is the case (48%). The same pattern is seen in relation to the suggestion that communication between senior management and staff is effective as 49% disagree this is the case. More employees disagree (45%) than agree (25%) that senior managers encourage staff to suggest ideas for improving services. These results seem to suggest a perceived remoteness between the upper levels of the NHS organisations and employees in their day to day roles, which crucially may suppress upward flow of ideas and innovation to the detriment of service improvement.

Table 12: Perceptions of senior managers (All responses)



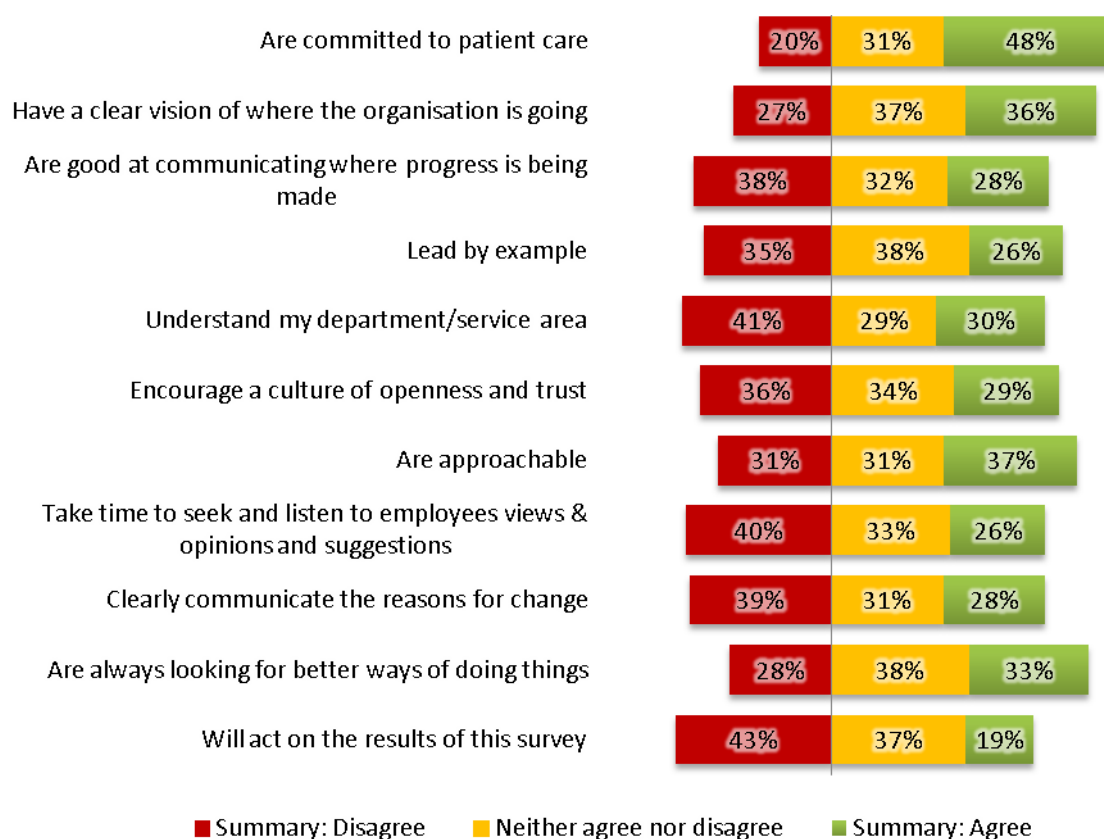
Sample base: 22,392

Not provided responses not shown on graph

Expanding on this theme further, only four of eleven additional statements about the characteristics of senior managers resulted in more employees agreeing rather than disagreeing. As shown below, 48% believe that senior managers in their organisation are committed to patient care, 37% feel senior managers are approachable, 36% agree they have a clear vision of where the organisation is going and 33% agree they always looking for better ways of doing things. However, for all other statements disagreement is more common. This is particularly the case for consultative behaviours. Two in five (40%) disagree that senior management take the time to seek and listen to employees' views and as a result 41% disagree that senior managers understand their department or service area. Given the theme of this report chapter it is important to note that more employees disagree (36%) than agree (29%) that senior managers encourage a culture of openness and trust.

As well as the overall negative balance of opinion shown in the figure below, it should also be noted that around a third of employees answered neutrally for each statement. This may suggest that these employees do not have enough exposure to the actions of senior managers to judge their behaviours.

Figure 27: How far do you agree or disagree with the following statements about the Senior Management Team within your organisation? (All responses)



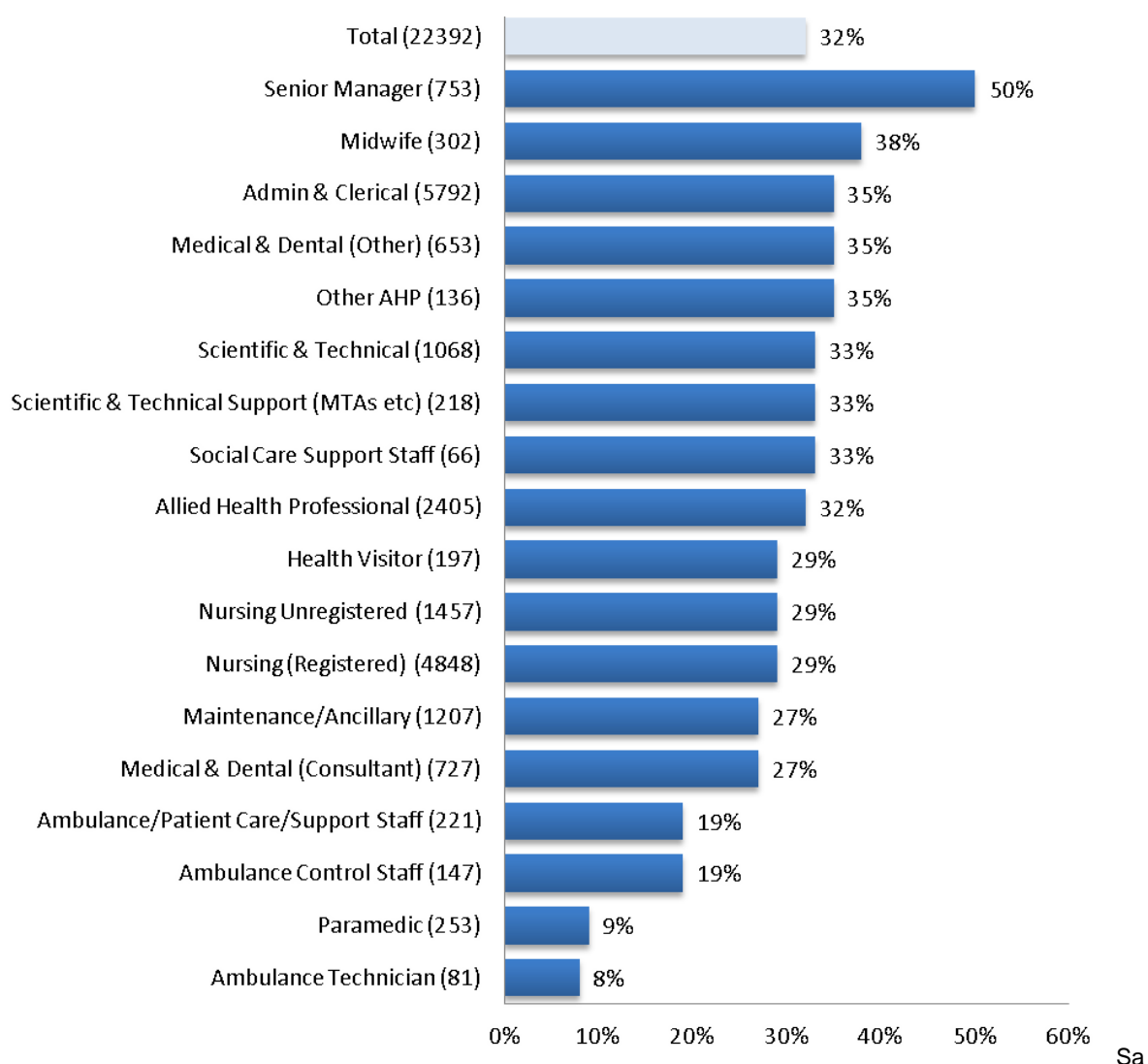
Sample base: 22,392

Not provided responses not shown on graph

A final notable finding is the fact that only 19% of employees agree that senior managers will act on the results of this survey, with 43% disagreeing this will be the case. This is a further indicator of a lack of trust in senior managers. Clearly with more than 22,000 staff having contributed their views, confronting these low expectations with strong communication of the survey results and resulting actions will be vital. This will be an easily achievable way of demonstrating a commitment to listen to and act upon the views of employees.

In order to identify particular groups in which perceptions of senior managers are particularly weak, an index score of agreement has been generated from the ratings provided in Figure 27. For the purposes of this calculation the survey specific statement 'senior managers will act on the results of this survey' has been excluded. The average score from the remaining ten statements is 32%. Consistent with other results, this senior management index score shows that ambulance staff have less positive perceptions than other occupational groups.

Figure 28: Index score of perceptions of senior managers



Sample bases in parenthesis

Sa

8.5 Chapter Summary: key observations

Almost two thirds (67%) of employees feel that that their line manager shows trust in them often or always. This is the competency that employees most commonly identify in their line manager. When commenting about their line manager on an agree/disagree Likert scale, 62% feel that their line manager is open and honest. While this positive skew to opinion is good, there is clearly scope for further improvement on this measure given that 21% gave a neutral response.

When considering the behaviours of senior managers the balance of opinion is skewed towards the negative. While 22% of employees agree that senior managers try to involve staff in important decisions, more than twice as many disagree this is the case (48%). More employees disagree (45%) than agree (25%) that senior managers encourage staff to suggest ideas for improving services. These results seem to suggest a perceived remoteness between the upper levels of the NHS organisations and employees in their day to day roles, which crucially may suppress upward flow of ideas and innovation to the detriment of service improvement.

Many of the responses to statements about senior managers are characterised by significant proportions of employees answering neutrally. With these staff unable to answer one way or another this implies there is potential for senior managers to become much more visible and integrated within the organisation. However, given the scale of some of the organisations within NHS Wales, achieving this visibility will be challenging.

Two in five (40%) employees disagree that senior management take the time to seek and listen to employees' views and as a result 41% disagree that they understand their department or service area. These findings suggest that further work is required to enhance the corporate culture so that it is one where the flow of information upwards through the organisation is welcomed.

Only 19% of employees agree that senior managers will act on the results of this survey, with 43% disagreeing this will be the case. This is a further indicator of a lack of trust in senior managers. Communicating and acting upon the results of this survey presents a prime opportunity to demonstrate a listening approach given the scepticism regarding whether results will be acted upon.

9 Appendix 1: Sample profile

For reference the characteristics of the survey sample is shown in the table below. These tables provide an indication of how prevalent each listed group is within the overall survey sample.

Organisation	%
Aneurin Bevan Health Board	17.70%
Abertawe Bro Morgannwg University Health Board	16.60%
Betsi Cadwaladr University Health Board	20.50%
Cardiff and Vale University Health Board	12.20%
Cwm Taf Health Board	8.90%
Hywel Dda Health Board	7.60%
Powys Teaching Health Board	2.70%
Public Health Wales NHS Trust	2.30%
Velindre NHS Trust	7.70%
Welsh Ambulance NHS Trust	4.10%
Occupational Group	%
Admin & Clerical	25.90%
Allied Health Professional (including Clinical Psychologists, Radiographers and Occupational Therapists, but excluding paramedics)	10.70%
Ambulance Technician	0.40%
Ambulance/Patient Care/Support Staff	1.00%
Ambulance Control Staff	0.70%
Health Visitor	0.90%
Maintenance/Ancillary (e.g. housekeeping & domestic staff, facilities and estates)	5.40%
Medical & Dental (Consultant)	3.20%
Medical & Dental (Other)	2.90%
Midwife	1.30%
Nursing Unregistered (NAs, HCA, Nursery Nurse etc)	6.50%
Nursing (Registered)	21.70%
Paramedic	1.10%
Scientific & Technical (including Pharmacy, MTO, Chaplains etc)	4.80%
Scientific & Technical Support (MTAs etc)	1.00%
Senior Manager	3.40%
Social Care Manager	*%
Social Care Support Staff	0.30%
Social Worker/Residential Social Worker	0.10%
Other AHP (Helpers, Instructors)	0.60%
Other	7.10%
Not provided	1.10%

Gender	%
Male	24.80%
Female	73.50%
Not provided	1.70%
Age	%
16-24	2.70%
25-34	16.20%
35-44	25.20%
45-54	36.40%
55-64	17.50%
65+	1.10%
Not provided	1.00%
Ethnicity	%
White Welsh / English / Scottish / Northern Irish / British	92.90%
White Irish	0.80%
White Gypsy or Irish Traveller	*%
Any other White background	1.20%
Mixed / multiple ethnic groups White and Black Caribbean	0.30%
Mixed / multiple ethnic groups White and Black African	0.10%
Mixed / multiple ethnic groups White and Asian	0.30%
Any other Mixed / multiple ethnic background	0.10%
Asian / Asian British Indian	1.30%
Asian / Asian British Pakistani	0.20%
Asian / Asian British Bangladeshi	0.10%
Asian / Asian British Chinese	0.10%
Any other Asian background	0.50%
Black / African / Caribbean / Black British African	0.20%
Black / African / Caribbean / Black British Caribbean	0.10%
Any other Black / African / Caribbean background	*%
Other ethnic group Arab	0.10%
Any other ethnic group	0.20%
Not provided	1.40%
Physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?	
Yes	16.10%
No	82.80%
Not provided	1.10%

Appendix 1: Sample profile

Religion	%
No religion	34.30%
Christian (all denominations)	59.80%
Buddhist	0.50%
Hindu	0.80%
Jewish	0.10%
Muslim	0.50%
Sikh	*%
Any other religion	2.20%
Not provided	1.60%
Sexuality	%
Heterosexual or Straight	90.00%
Gay or Lesbian	1.70%
Bisexual	0.50%
Other	0.30%
Prefer not to say	5.60%
Not provided	1.90%

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Our business is about understanding people; because they matter. Finding out what they really need; from the type of information they use to the type of services they require. In short, finding out about the kind of world people want to live in tomorrow.

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