2019 HSC STAFF SURVEY

Regional Benchmark Report

August 2019

Table of Contents

INTRODUCTION

This Health and Social Care (HSC) Regional Benchmark Report presents the overall results for the Key Findings and individual questions from the 2019 HSC Staff Survey, with comparisons (where available) with the 2017 NHS Staff Survey and the 2015 HSC Staff Survey. The 2019 results are also broken down for each of the 16 HSC organisations. These are as follows: the five Northern Ireland Health and Social Care Trusts (HSCT), the Northern Ireland Ambulance Service HSC Trust (NIAS), Business Services Organisation (BSO), the Health and Social Care Board (HSC Board), the Public Health Agency (PHA), the Northern Ireland Blood Transfusion Service (NIBTS), the Northern Ireland Guardian ad Litem Agency (NIGALA), the Northern Ireland Medical and Dental Training Agency (NIMDTA), the Northern Ireland Social Care Council (NISCC), Patient Client Council (PCC), the Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC), and the Regulation and Quality Improvement Authority (RQIA). The individual NIPEC results have been suppressed due to low response count but are included in the HSC overall figures.

The survey results are further broken down within this report by HSC Personnel Area, as recorded on the HSC payroll system. The Personnel Area groups identified are as follows: Admin & Clerical; Ambulance; Estates; Medical & Dental; Nursing & Midwifery; Professional & Technical; Social Services; and Support Services / User Experience (Sup. Servs./User Exp.).

The Northern Ireland Statistics and Research Agency (NISRA) conducted the 2019 staff survey on behalf of the HSC. The survey went live on 4 March 2019 and remained open for a six-week period, closing on 12 April 2019. It was a full census survey of all staff within the 16 HSC organisations listed above who were recorded as employed on the HSC payroll system on 31 January 2019. This represented a total headcount of 77,781 staff being sent a survey invite. Of these, 47,787 (61.4%) were sent a link to their HSC work email address and asked to complete the survey online. The remaining 29,994 (38.6%) staff were sent a paper questionnaire to their home address and asked to complete and return it to NISRA using a prepaid envelope provided. A total of 19,094 completed responses were received by NISRA (13,423 for online and 5,671 paper responses), providing an overall response rate of 24.5% (28.1% for online and 18.9% for paper).

Note 1: Where there are less than 11 responses in a group, results are suppressed and replaced with ' # ', likewise, where a result is not available, it is denoted by ' -- ', or where a question was not previously asked, this is denoted by ' ‡ '.
*Note 2: For the results of each question reported, the best and worst scores across the HSC organisations and personnel areas have been highlighted in green and red respectively. Where a lower score is better, this has also been highlighted with a ' * ' and italicised text.*
Appendix I at the end of this report, lists the Key Findings by theme, together with an explanation of how each Key Finding score was calculated.
Appendix II provides an explanation of how percentage results were calculated for the individual questions listed in the results tables.
Appendix III reproduces a copy of the questionnaire used in the 2019 HSC Staff Survey.

The staff engagement element of the survey looks at the three dimensions of engagement - levels of motivation and satisfaction, involvement, and willingness to be an advocate of the service. The scores across all three dimensions are converted into an overall staff engagement score, which is an index of staff engagement in the organisation. The score is calculated using the responses to nine individual questions which make up three Key Findings related to staff engagement, as follows:

- *KF1: Staff recommendation of the organisation as a place to work or receive treatment*
  - Care of patients / service users is my organisation's top priority.
  - I would recommend my organisation as a place to work.
  - If a friend of relative needed treatment, I would be happy with the standard of care provided by this organisation.

- *KF4: Staff motivation at work*
  - I look forward to going to work.
  - I am enthusiastic when I am working.
  - Time passes quickly when I am working.

- *KF7: Staff ability to contribute towards improvement at work*
  - I am able to make suggestions to improve the work of my team / department.
  - There are frequent opportunities for me to show initiative in my role.
  - I am able to make improvements happen in my area of work.

To calculate the overall staff engagement score, three scale summary scores are first calculated by assigning numbers to a series of responses, and then determining the average score. For example, for KF1, staff were asked the extent to which they agreed with the following three statements: "Care of patients / service users is my organisation's top priority", "I would recommend my organisation as a place to work", and "If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation." Scoring for each response is as follows:

If a respondent answered…	Their response would score…
Strongly disagree	1
Disagree	2
Neither agree not disagree	3
Agree	4
Strongly agree	5

The same process is then undertaken for the other Key Findings (4 and 7) to create three scale summary scores for each respondent.

From this, the overall staff engagement score is created by taking the average from the three scale summary scores. For example, if a respondent had an overall score of 3.67 on KF7 'Staff ability to contribute towards improvement at work', 4.00 on KF1 'Staff recommendation of the organisation as a place to work or receive treatment', and 4.33 on KF4 'Staff motivation at work' then their overall staff engagement score would be (3.67 + 4.00 + 4.33) = 12 / 3 = 4.00. The overall staff engagement scores for all respondents are then summarised for the entire organisation. The maximum engagement score possible is 5.00, while the minimum is 1.00.

Key Findings - Methodology

The HSC benchmark report focuses on 35 key areas (known as 'Key Findings'). These are mostly summary scores for groups of questions, which when taken together, give more information about each area of interest. Each of the Key Findings, and the variables used to calculate them, are described in Appendix 1.

The 35 Key Findings are presented under the following ten themes:

- Appraisals & support for development
- Equality & diversity
- Errors & incidents
- Health & wellbeing
- Job satisfaction
- Managers
- Patient care & experience
- Violence, harassment & bullying
- Working patterns
- The HSC as a place to work

There are two types of Key Finding: *percentage scores* and *scale summary scores*.

Percentage Scores

These scores were calculated as the percentage of respondents who gave a specific answer to a question, or a defined set of responses to a series of questions. For example, Key Finding 11: 'Percentage of staff appraised in the last 12 months' represents the percentage of people in each organisation who responded to the question…

"In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?" by ticking "Yes", out of all those who answered either "Yes" or "No". The responses for each respondent are then summarised for the entire organisation.

Scale Scores

The remaining scores were worked out by assigning numbers to a series of responses, and calculating the average score. For example, Key Finding 4 'Staff motivation at work' was calculated in the following way: staff were asked the extent to which they agreed with the following three statements: "I look forward to going to work"; "I am enthusiastic about my job"; and "Time passes quickly when I am working". Scoring for responses is as follows:

If a respondent answered…	Their response would score…
Strongly disagree	1
Disagree	2
Neither agree not disagree	3
Agree	4
Strongly agree	5

As an example, if a respondent were to score 2, 3 and 5 for the statements, then their average score would be (2 + 3 + 5) / 3 = 3.33. The average scores for all respondents are then summarised for the entire organisation.

Full detail of the Key Findings and their calculations can be found at Appendix 1.

Staff Participation

Survey Response Counts & Response Rates
by HSC Organisation & Personnel Area

Response Rates by HSC Organisation	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Headcount of HSC Staff invited to complete 2019 HSC Staff Survey	77,781	23,877	13,083	12,802	12,283	11,699	1,312	1,401	464	315	193	63	73	52	23	16	125	70,213	1,067,266
Response count of HSC staff who completed the 2019 HSC Staff Survey	19,094	4,652	3,511	3,167	3,181	2,891	305	735	232	164	49	28	46	37	11	7	78	17,796	478,872
Response rate of HSC staff who completed the 2019 HSC Staff Survey	25%	19%	27%	25%	26%	25%	23%	52%	50%	52%	25%	44%	63%	71%	48%	44%	62%	25%	45%

HSC Staff Survey 2019: Response Rates by HSC Organisation

Response Rates by Personnel Area
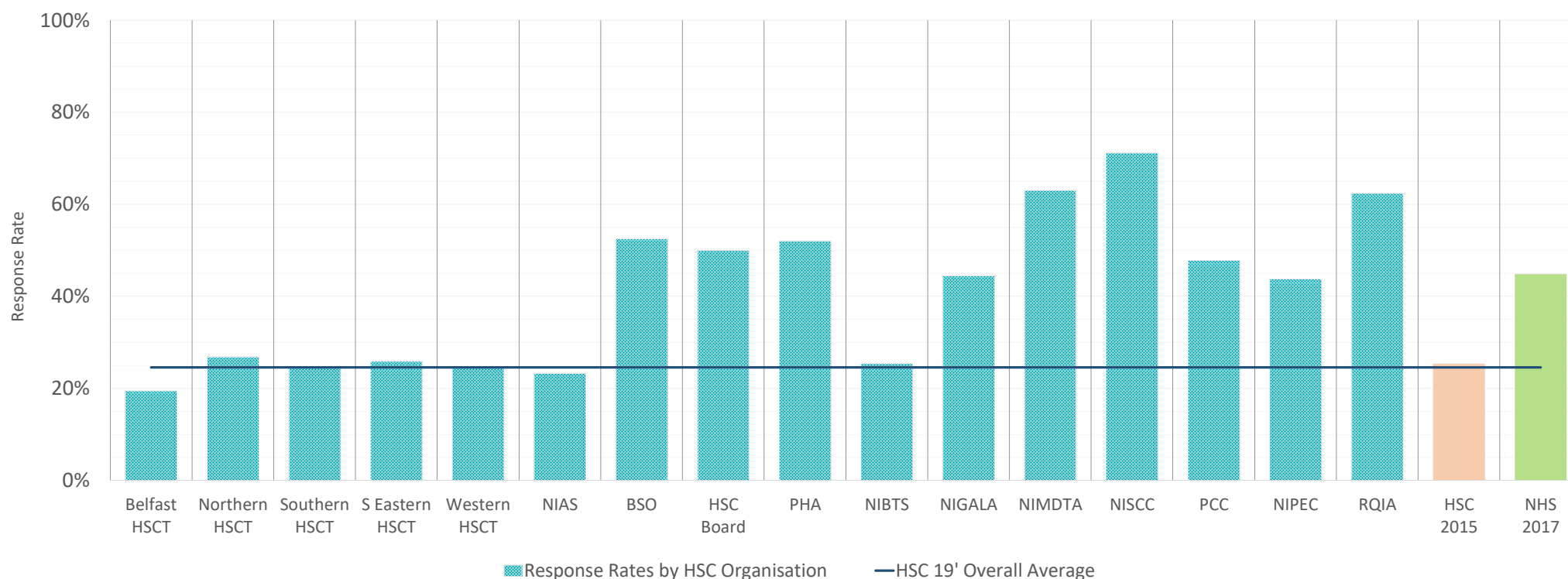
Response Rates by Personnel Area	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Headcount of HSC Staff invited to complete 2019 HSC Staff Survey	**77,781**	12,820	1,230	721	5,669	27,661	9,704	12,950	7,026	70,213	1,067,266
Response count of HSC staff who completed the 2019 HSC Staff Survey	**19,094**	5,093	284	218	934	5,553	2,866	3,185	961	17,796	478,872
Response rate of HSC staff who completed the 2019 HSC Staff Survey	**25%**	40%	23%	30%	16%	20%	30%	25%	14%	25%	45%

HSC Staff Survey 2019: Response Rates by Personnel Area
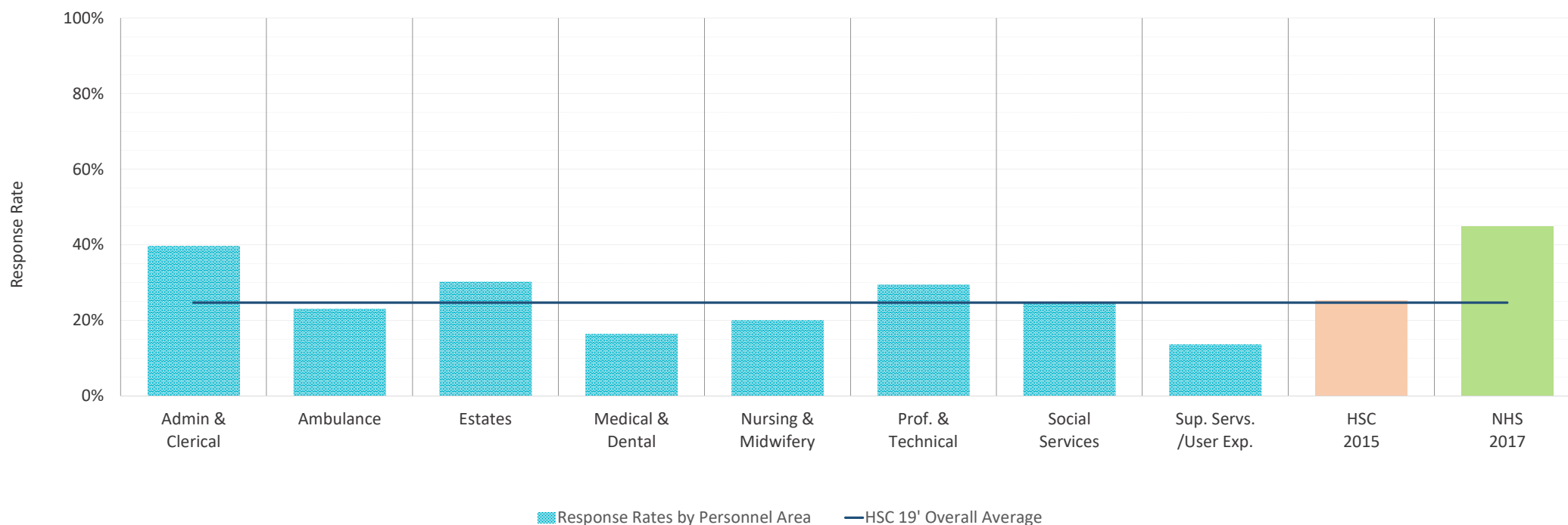
Key Findings

Key Findings & Overall Staff Engagement Score Results

by HSC Organisation

HSC Staff Survey 2019: Key Findings Results by Organisation

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding.
For these scores, which are marked with an asterisk and in italics, the lower the score the better.
The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Overall Engagement Score	**3.78**	3.77	3.87	3.78	3.82	3.77	3.18	3.71	3.55	3.70	3.73	3.91	3.93	3.79	3.60	#	3.64	3.72	3.78
Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment *(1-5)*	**3.75**	3.74	3.82	3.71	3.83	3.75	3.15	3.66	3.48	3.56	3.76	3.90	3.70	3.70	3.58	#	3.56	3.71	3.74
Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver *(1-5)*	**3.97**	3.94	4.03	3.93	3.95	4.01	3.81	4.02	3.67	3.77	3.97	3.80	4.12	3.89	#	#	3.96	--	3.89
Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users *(%)*	**90%**	91%	90%	91%	90%	90%	92%	80%	67%	75%	90%	92%	85%	76%	#	#	92%	89%	89%
Key Finding 4. Staff motivation at work *(1-5)*	**4.00**	3.97	4.10	4.05	4.01	4.04	3.66	3.81	3.63	3.79	3.78	3.95	4.00	3.86	3.61	#	3.90	3.90	3.90
Key Finding 5. Recognition and value of staff by managers and the organisation *(1-5)*	**3.40**	3.34	3.54	3.39	3.43	3.30	2.39	3.58	3.37	3.57	3.42	3.86	3.85	3.72	3.58	#	3.57	3.48	3.47
Key Finding 6. Percentage of staff reporting good communication between senior management and staff *(%)*	**29%**	28%	34%	29%	30%	25%	5%	39%	25%	26%	24%	68%	52%	49%	45%	#	23%	28%	33%
Key Finding 7. Percentage of staff able to contribute towards improvements at work *(%)*	**64%**	65%	67%	64%	64%	62%	26%	68%	64%	70%	73%	79%	89%	70%	55%	#	58%	63%	70%
Key Finding 8. Staff satisfaction with the level of responsibility and involvement *(1-5)*	**3.87**	3.86	3.95	3.87	3.88	3.84	3.42	3.85	3.66	3.73	3.89	4.18	3.96	4.06	3.62	#	3.70	--	3.88
Key Finding 9. Effective team working *(1-5)*	**3.73**	3.70	3.82	3.76	3.73	3.70	2.92	3.79	3.40	3.53	3.74	3.49	4.06	3.86	3.85	#	4.05	3.71	3.74
Key Finding 10. Support from immediate managers *(1-5)*	**3.70**	3.63	3.84	3.76	3.70	3.58	2.83	3.91	3.69	3.82	3.74	3.85	3.97	4.05	3.82	#	3.95	3.65	3.78
Key Finding 11. Percentage of staff appraised in last 12 months *(%)*	**71%**	71%	80%	74%	70%	63%	34%	66%	41%	70%	76%	96%	89%	95%	55%	#	83%	65%	87%
Key Finding 12. Quality of appraisals *(1-5)*	**3.11**	3.02	3.26	3.14	3.13	3.09	2.14	3.05	2.87	2.84	2.87	3.25	3.47	3.08	#	#	2.90	--	3.10

\# Denotes value suppressed because fewer than eleven responses received

-- Denotes value not available

HSC Staff Survey 2019: Key Findings Results by Organisation

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding.
For these scores, which are marked with an asterisk and in italics, the lower the score the better.
The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Key Finding 13. Quality of non-mandatory training, learning or development *(1-5)*	**4.11**	4.10	4.13	4.12	4.13	4.16	3.81	3.88	3.85	3.89	3.67	3.84	3.98	3.78	#	#	3.86	--	4.05
Key Finding 14. Staff satisfaction with resourcing and support *(1-5)*	**3.30**	3.26	3.39	3.29	3.29	3.28	2.77	3.58	3.33	3.24	3.44	3.48	3.51	3.32	3.41	#	3.59	2.95	3.32
Key Finding 15. Percentage of staff satisfied with the opportunities for flexible working patterns *(%)*	**53%**	52%	55%	52%	52%	48%	24%	74%	73%	63%	59%	86%	67%	73%	55%	#	77%	--	53%
* Key Finding 16. *Percentage of staff working extra hours (%)*	**68%**	72%	68%	69%	68%	66%	92%	49%	59%	59%	80%	68%	59%	49%	64%	#	54%	95%	72%
* Key Finding 17. *Percentage of staff feeling unwell due to work related stress in last 12 months (%)*	**47%**	49%	44%	46%	47%	47%	77%	36%	46%	47%	37%	43%	33%	38%	64%	#	42%	36%	38%
* Key Finding 18. *Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves (%)*	**61%**	64%	58%	60%	61%	60%	75%	58%	63%	59%	63%	71%	63%	51%	73%	#	45%	--	53%
Key Finding 19. Organisation and management interest in and action on health and wellbeing *(1-5)*	**3.53**	3.48	3.64	3.52	3.63	3.42	2.54	3.69	3.48	3.50	3.76	3.50	4.33	4.23	3.45	#	3.54	--	3.64
* Key Finding 20. *Percentage of staff experiencing discrimination at work in the last 12 months (%)*	**13%**	14%	11%	12%	13%	15%	32%	7%	13%	5%	4%	0%	11%	5%	9%	#	5%	10%	12%
Key Finding 21. Percentage believing that organisation provides equal opportunities for career progression or promotion *(%)*	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	94%	84%
* Key Finding 22. *Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months (%)*	**18%**	19%	16%	20%	18%	20%	57%	0%	1%	0%	0%	0%	0%	0%	0%	#	0%	14%	15%
* Key Finding 23. *Percentage of staff experiencing physical violence from staff in last 12 months (%)*	**2%**	3%	2%	2%	2%	3%	2%	1%	0%	0%	0%	4%	0%	0%	0%	#	0%	2%	2%
Key Finding 24. Percentage of staff/colleagues reporting most recent experience of physical violence in last 12 months *(%)*	**79%**	79%	80%	80%	78%	78%	79%	73%	92%	#	#	#	#	#	#	#	#	77%	74%

# Denotes value suppressed because fewer than eleven responses received

-- Denotes value not available

Note: Key Finding 21 could not be calculated for the HSC Staff Survey '19 as the single question that constitutes this finding (see Appendix I) was not asked in the HSC '19 staff questionnaire

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding.
For these scores, which are marked with an asterisk and in italics, the lower the score the better.
The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months (%)	32%	33%	29%	35%	35%	35%	66%	10%	13%	3%	4%	29%	7%	5%	27%	#	12%	25%	28%
Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months (%)	28%	30%	25%	27%	26%	30%	41%	21%	31%	20%	24%	11%	30%	22%	36%	#	31%	22%	24%
Key Finding 27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse in last 12 months (%)	52%	52%	54%	55%	52%	50%	52%	42%	41%	30%	71%	#	36%	#	#	#	62%	54%	49%
Key Finding 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month (%)	27%	31%	22%	26%	30%	27%	56%	9%	9%	11%	16%	4%	9%	3%	0%	#	4%	26%	28%
Key Finding 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month *(%)*	89%	90%	90%	89%	90%	88%	83%	68%	80%	78%	#	#	#	#	#	#	#	95%	91%
Key Finding 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents *(1-5)*	3.65	3.65	3.78	3.61	3.68	3.60	2.97	3.58	3.55	3.41	3.94	4.02	3.78	3.45	#	#	3.67	3.53	3.73
Key Finding 31. Staff confidence and security in reporting unsafe clinical practice *(1-5)*	3.52	3.51	3.63	3.52	3.53	3.46	2.99	3.51	3.38	3.34	3.46	3.55	3.64	3.65	3.27	#	3.67	--	3.67
Key Finding 32. Effective use of patient / service user feedback *(1-5)*	3.58	3.60	3.67	3.53	3.56	3.52	2.87	3.70	3.55	3.62	3.39	3.50	#	3.34	#	#	3.67	--	3.68
Key Finding 33. Percentage of staff who do not typically feel worn out and feel supported in achieving a work-life balance (%)	6%	5%	6%	5%	5%	6%	1%	8%	8%	9%	6%	4%	7%	8%	0%	#	5%	‡	‡
Key Finding 34. Percentage of staff who said that HSC is a great place to work and are proud to tell others that they are part of HSC (%)	48%	47%	51%	48%	50%	47%	34%	51%	34%	37%	49%	39%	59%	46%	45%	#	47%	‡	‡
Key finding 35. Percentage of staff who feel that HSC takes effective action if staff are physically attacked, bullied, harassed or abused (%)	31%	31%	35%	32%	32%	31%	14%	28%	19%	12%	33%	46%	24%	32%	27%	#	23%	‡	‡

# Denotes value suppressed because fewer than eleven responses received
-- Denotes value not available
‡ Denotes question not previously asked

Key Findings

Key Findings & Overall Staff Engagement Score Results

by Personnel Area

HSC Health and Social Care

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Engagement Score	**3.78**	3.76	3.14	3.74	3.70	3.82	3.80	3.89	3.60	3.72	3.78
Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment *(1-5)*	**3.75**	3.76	3.11	3.72	3.62	3.71	3.75	3.87	3.80	3.71	3.74
Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver *(1-5)*	**3.97**	4.02	3.82	3.80	3.65	3.93	3.89	4.12	4.14	--	3.89
Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users *(%)*	**90%**	79%	93%	84%	95%	93%	94%	93%	85%	89%	89%
Key Finding 4. Staff motivation at work *(1-5)*	**4.00**	3.88	3.63	3.87	3.84	4.11	3.99	4.16	3.91	3.90	3.90
Key Finding 5. Recognition and value of staff by managers and the organisation *(1-5)*	**3.40**	3.50	2.32	3.44	3.23	3.36	3.40	3.54	3.06	3.48	3.47
Key Finding 6. Percentage of staff reporting good communication between senior management and staff *(%)*	**30%**	32%	4%	33%	21%	28%	30%	33%	26%	28%	33%
Key Finding 7. Percentage of staff able to contribute towards improvements at work *(%)*	**64%**	66%	23%	65%	68%	65%	68%	65%	40%	63%	70%
Key Finding 8. Staff satisfaction with the level of responsibility and involvement *(1-5)*	**3.87**	3.83	3.38	3.76	3.92	3.92	3.90	3.91	3.62	--	3.88
Key Finding 9. Effective team working *(1-5)*	**3.73**	3.66	2.89	3.57	3.75	3.80	3.83	3.86	3.24	3.71	3.74
Key Finding 10. Support from immediate managers *(1-5)*	**3.70**	3.78	2.79	3.79	3.50	3.70	3.74	3.82	3.19	3.65	3.78
Key Finding 11. Percentage of staff appraised in last 12 months *(%)*	**71%**	63%	35%	80%	88%	74%	77%	76%	50%	65%	87%
Key Finding 12. Quality of appraisals *(1-5)*	**3.11**	3.05	2.13	2.60	2.58	3.19	3.09	3.36	3.07	--	3.10

-- Denotes value not available

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Key Finding 13. Quality of non-mandatory training, learning or development *(1-5)*	**4.11**	3.84	3.81	3.75	4.02	4.23	4.15	4.19	3.96	--	4.05
Key Finding 14. Staff satisfaction with resourcing and support *(1-5)*	**3.30**	3.47	2.77	3.22	2.97	3.22	3.20	3.42	3.34	2.95	3.32
Key Finding 15. Percentage of staff satisfied with the opportunities for flexible working patterns (%)	**53%**	67%	21%	47%	38%	49%	47%	54%	42%	--	53%
***Key Finding 16.** Percentage of staff working extra hours (%)*	**68%**	53%	93%	78%	87%	75%	72%	73%	53%	95%	72%
***Key Finding 17**. Percentage of staff feeling unwell due to work related stress in last 12 months (%)*	**47%**	41%	78%	35%	51%	52%	47%	46%	40%	36%	38%
***Key Finding 18.** Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves (%)*	**61%**	61%	76%	51%	55%	65%	63%	56%	51%	--	53%
Key Finding 19. Organisation and management interest in and action on health and wellbeing *(1-5)*	**3.53**	3.71	2.51	3.62	3.22	3.44	3.58	3.61	3.24	--	3.64
***Key Finding 20**. Percentage of staff experiencing discrimination at work in the last 12 months (%)*	**13%**	9%	33%	11%	14%	15%	10%	13%	21%	10%	12%
Key Finding 21. Percentage believing that organisation provides equal opportunities for career progression or promotion (%)	--	--	--	--	--	--	--	--	--	94%	84%
***Key Finding 22.** Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months (%)*	**18%**	2%	62%	6%	20%	32%	11%	23%	15%	14%	15%
***Key Finding 23.** Percentage of staff experiencing physical violence from staff in last 12 months (%)*	**2%**	1%	3%	1%	1%	4%	1%	2%	7%	2%	2%
Key Finding 24. Percentage of staff/colleagues reporting most recent experience of physical violence in last 12 months *(%)*	**79%**	76%	79%	63%	53%	80%	57%	92%	77%	77%	74%

\# Denotes value suppressed because fewer than eleven responses received

-- Denotes value not available

Note: Key Finding 21 could not be calculated for the HSC Staff Survey '19 as the single question that constitutes this finding (see Appendix I) was not asked in the HSC '19 staff questionnaire

HSC Health and Social Care

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

The range of possible scores for each key finding is shown in italicised brackets.

Engagement Score and Key Findings	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months (%)	32%	16%	70%	12%	46%	45%	27%	36%	23%	25%	28%
Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months (%)	28%	27%	41%	21%	28%	33%	24%	21%	29%	22%	24%
Key Finding 27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse in last 12 months (%)	52%	48%	54%	44%	25%	56%	38%	68%	54%	54%	49%
Key Finding 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month (%)	27%	13%	59%	18%	46%	37%	27%	24%	26%	26%	28%
Key Finding 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month (%)	89%	80%	83%	82%	85%	92%	89%	94%	80%	95%	91%
Key Finding 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents (1-5)	3.65	3.61	2.93	3.50	3.41	3.68	3.75	3.76	3.52	3.53	3.73
Key Finding 31. Staff confidence and security in reporting unsafe clinical practice (1-5)	3.52	3.46	2.95	3.25	3.39	3.59	3.45	3.70	3.38	--	3.67
Key Finding 32. Effective use of patient / service user feedback (1-5)	3.58	3.62	2.77	3.60	3.41	3.59	3.55	3.62	3.45	--	3.68
Key Finding 33. Percentage of staff who do not typically feel worn out and feel supported in achieving a work-life balance (%)	6%	8%	1%	2%	4%	4%	4%	8%	7%	‡	‡
Key Finding 34. Percentage of staff who said that HSC is a great place to work and are proud to tell others that they are part of HSC (%)	48%	48%	32%	46%	34%	47%	49%	54%	48%	‡	‡
Key finding 35. Percentage of staff who feel that HSC takes effective action if staff are physically attacked, bullied, harassed or abused (%)	31%	33%	13%	30%	18%	30%	25%	42%	37%	‡	‡

# Denotes value suppressed because fewer than eleven responses received

-- Denotes value not available

‡ Denotes question not previously asked

Results for Each Survey Question

Percentage Score Results

by HSC Organisation

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Contact with patients																			
Q1. % saying they have face-to-face contact with patients / service users as part of their job	**84%**	85%	86%	89%	89%	87%	89%	36%	47%	46%	40%	71%	37%	49%	100%	#	72%	‡	83%
Staff motivation at work																			
Q2a. I am proud when I tell others that I am part of HSC.	**62%**	61%	64%	62%	63%	62%	56%	60%	47%	55%	67%	50%	70%	51%	73%	#	63%	‡	‡
Q2b. I recognise HSC as a great place to work.	**54%**	53%	56%	53%	55%	52%	39%	60%	46%	45%	55%	46%	65%	59%	55%	#	55%	‡	‡
Q2c. I look forward to going to work.	**56%**	53%	61%	58%	54%	57%	42%	50%	40%	49%	45%	54%	54%	57%	64%	#	56%	57%	57%
Q2d. I am enthusiastic about my job.	**73%**	72%	78%	75%	72%	74%	65%	64%	56%	62%	55%	71%	72%	59%	64%	#	65%	71%	73%
Q2e. Time passes quickly when I am working.	**81%**	79%	85%	83%	80%	82%	59%	73%	69%	69%	67%	89%	85%	78%	55%	#	76%	80%	76%
Job design																			
Q3a. I always know what my work responsibilities are.	**89%**	88%	91%	89%	89%	88%	83%	85%	76%	76%	90%	100%	80%	86%	100%	#	83%	92%	86%
Q3b. I am trusted to do my job.	**90%**	89%	92%	91%	91%	90%	80%	88%	85%	87%	96%	100%	80%	92%	73%	#	79%	‡	91%
Q3c. I am able to do my job to a standard I am personally pleased with.	**81%**	81%	84%	81%	81%	82%	74%	86%	77%	79%	84%	89%	93%	81%	73%	#	78%	79%	79%
Opportunities to develop potential at work																			
Q4a. There are frequent opportunities for me to show initiative in my role.	**70%**	70%	71%	71%	70%	68%	55%	68%	63%	71%	71%	79%	85%	59%	73%	#	56%	66%	73%
Q4b. I am able to make suggestions to improve the work of my team / department.	**68%**	68%	71%	68%	69%	67%	28%	73%	65%	74%	76%	86%	91%	73%	55%	#	71%	67%	74%
Q4c. I am involved in deciding on changes introduced that affect my work area / team / department.	**46%**	49%	49%	45%	46%	43%	14%	51%	48%	53%	57%	57%	80%	62%	18%	#	47%	50%	52%
Q4d. I am able to make improvements happen in my area of work.	**51%**	52%	54%	48%	50%	48%	18%	58%	56%	56%	59%	64%	80%	65%	45%	#	51%	56%	55%

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Opportunities to develop potential at work	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q4e. I am able to meet all the conflicting demands on my time at work.	**40%**	40%	42%	37%	40%	40%	21%	53%	45%	34%	53%	46%	54%	51%	55%	#	42%	44%	44%
Q4f. I have adequate materials, supplies and equipment to do my work.	**61%**	57%	64%	61%	59%	60%	46%	76%	71%	61%	73%	86%	76%	62%	82%	#	82%	61%	56%
Q4g. There are enough staff in my work area / team / department for me to do my job properly.	**34%**	32%	39%	33%	31%	35%	12%	50%	37%	35%	35%	36%	37%	14%	36%	#	38%	35%	31%
Q4h. The team I work in has a set of shared objectives.	**73%**	73%	75%	73%	73%	72%	51%	80%	59%	62%	71%	79%	78%	78%	73%	#	87%	77%	72%
Q4i. The team I work in often meets to discuss the team's effectiveness.	**57%**	55%	61%	59%	57%	53%	9%	63%	48%	49%	65%	61%	85%	59%	82%	#	76%	57%	61%
Q4j. Team members have to communicate closely with each other to achieve the team's objectives.	**82%**	81%	84%	84%	82%	83%	70%	78%	70%	73%	80%	46%	89%	81%	73%	#	91%	81%	78%
Q4k. I work as part of a multi-disciplinary team which values the roles and contributions of all colleagues.	**65%**	65%	68%	66%	67%	65%	39%	58%	43%	48%	59%	39%	59%	65%	45%	#	68%	‡	‡
Q4l. I value the work and contribution of other disciplines in my area of work.	**89%**	89%	91%	92%	90%	89%	77%	83%	83%	89%	88%	89%	91%	78%	100%	#	90%	‡	‡
Staff job satisfaction																			
Q5a. The recognition or praise I get for good work.	**49%**	46%	54%	49%	50%	46%	18%	54%	50%	56%	55%	64%	76%	68%	55%	#	62%	46%	53%
Q5b. The support I get from my immediate manager.	**64%**	61%	69%	67%	64%	61%	32%	73%	60%	65%	65%	75%	78%	81%	64%	#	78%	62%	69%
Q5c. The support I get from my work colleagues.	**80%**	79%	82%	82%	81%	79%	70%	79%	75%	73%	82%	79%	87%	86%	45%	#	87%	76%	82%
Q5d. The amount of responsibility I am given.	**72%**	71%	76%	73%	73%	72%	54%	72%	68%	65%	71%	93%	78%	86%	73%	#	74%	69%	73%
Q5e. The opportunities I have to use my skills.	**72%**	71%	76%	73%	72%	70%	66%	70%	57%	56%	80%	79%	74%	65%	55%	#	67%	67%	70%
Q5f. The extent to which my organisation values my work.	**43%**	40%	49%	42%	46%	40%	13%	52%	34%	37%	47%	79%	63%	49%	45%	#	50%	38%	43%
Q5g. The opportunities for flexible working patterns.	**53%**	52%	55%	52%	52%	48%	24%	74%	73%	63%	59%	86%	67%	73%	55%	#	77%	‡	53%

HSC Health and Social Care

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Contribution to patient care and future plans	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q6a. I am satisfied with the quality of care I give to patients / service users.	**84%**	83%	85%	83%	84%	84%	84%	82%	71%	79%	88%	82%	96%	82%	#	#	79%	86%	70%
Q6b. I feel that my role makes a difference to patients / service users.	**90%**	91%	90%	91%	90%	90%	92%	80%	67%	75%	90%	92%	85%	76%	#	#	92%	89%	83%
Q6c. I am able to deliver the care I aspire to.	**67%**	67%	70%	65%	67%	67%	65%	64%	45%	55%	77%	50%	74%	60%	#	#	67%	69%	57%
***Q6d**. I often think about leaving this organisation.*	**35%**	37%	30%	36%	33%	37%	53%	32%	46%	39%	35%	26%	26%	40%	45%	#	48%	33%	‡

Q6e. If you are considering leaving your job, please indicate why:

Note: Asked only of those that said "yes" to question Q6d, multiple selection was allowed, the result is shown as a proportion of those who said yes to Q6d and may sum to more than 100%

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Career Development	**33%**	33%	27%	33%	31%	28%	40%	56%	52%	54%	53%	#	82%	71%	#	#	50%	25%	‡
Change of career	**18%**	17%	18%	18%	19%	17%	24%	22%	17%	18%	29%	#	27%	36%	#	#	22%	10%	‡
Would like more pay	**42%**	41%	36%	46%	41%	44%	64%	52%	33%	25%	47%	#	55%	64%	#	#	33%	20%	‡
Not being valued for my work	**58%**	58%	53%	60%	57%	60%	73%	56%	57%	46%	53%	#	64%	50%	#	#	53%	20%	‡
Family / personal reasons	**17%**	18%	16%	18%	17%	18%	22%	14%	14%	15%	6%	#	27%	7%	#	#	0%	20%	‡
Health reasons	**10%**	8%	13%	9%	9%	9%	24%	6%	8%	11%	12%	#	0%	0%	#	#	3%	5%	‡
End of contract	**1%**	0%	0%	0%	0%	1%	0%	2%	2%	5%	0%	#	0%	0%	#	#	3%	2%	‡
Retirement	**13%**	12%	16%	12%	13%	12%	13%	9%	10%	11%	12%	#	9%	7%	#	#	6%	12%	‡
Don't want to work in HSC	**9%**	9%	8%	10%	9%	7%	14%	7%	8%	7%	6%	#	0%	7%	#	#	6%	3%	‡
Relationship with manager	**19%**	20%	18%	15%	19%	22%	21%	18%	13%	23%	24%	#	27%	14%	#	#	19%	7%	‡
Other	**22%**	21%	24%	21%	23%	22%	27%	16%	21%	26%	24%	#	18%	14%	#	#	25%	9%	‡

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Your manager	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q7a. My line manager… encourages those who work for her / him to work as a team.	**72%**	71%	77%	75%	72%	69%	34%	77%	62%	67%	76%	57%	76%	84%	73%	#	85%	72%	74%
Q7b. My line manager… can be counted on to help me with a difficult task at work.	**69%**	66%	73%	71%	68%	66%	44%	79%	69%	74%	65%	71%	91%	78%	73%	#	74%	70%	72%
Q7c. My line manager… gives me clear feedback on my work.	**59%**	55%	65%	62%	59%	56%	22c	65%	56%	61%	59%	71%	74%	70%	82%	#	78%	58%	63%
Q7d. My line manager… asks for my opinion before making decisions that affect my work.	**52%**	50%	55%	53%	49%	48%	21%	63%	60%	64%	65%	68%	72%	59%	55%	#	71%	54%	56%
Q7e. My line manager… is supportive in a personal crisis.	**74%**	71%	77%	75%	73%	71%	56e	81%	80%	82%	80%	93%	85%	92%	91%	#	82%	75%	75%
Q7f. My line manager… takes a positive interest in my health and well-being.	**64%**	62%	68%	64%	64%	58%	38%	74%	67%	66%	76%	64%	76%	81%	73%	#	69%	78%	69%
Q7g. My line manager… values my work.	**68%**	66%	73%	70%	68%	65%	35g	77%	70%	75%	71%	86%	78%	78%	82%	#	81%	‡	72%
Q7h. My line manager… helps me find a good work life balance.	**53%**	53%	56%	55%	52%	47%	24%	66%	64%	50%	49%	50%	63%	70%	55%	#	69%	45%	‡
Q8a. Communication between senior management and staff is effective.	**34%**	33%	41%	34%	35%	29%	9%	46%	30%	28%	31%	79%	65%	54%	27%	#	29%	29%	40%
Q8b. Senior managers involve staff in a timely manner regarding important decisions.	**28%**	27%	33%	27%	29%	25%	4%	38%	26%	26%	24%	68%	50%	41%	45%	#	22%	28%	33%
Q8c. Senior managers act on staff feedback.	**27%**	26%	32%	27%	28%	24%	5c	36%	22%	22%	14%	61%	54%	46%	27%	#	19%	38%	32%

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Your health, well-being and safety at work	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q9a. My organisation takes positive action on health and well-being.	87%	87%	89%	87%	90%	86%	51%	90%	85%	84%	94%	82%	100%	100%	91%	#	88%	78%	90%
Q9b. My organisation provides advice on mental health and well-being.	86%	87%	87%	88%	88%	83%	77%	87%	89%	91%	94%	89%	100%	92%	82%	#	90%	89%	‡
Q9c. My organisation provides advice on diet and nutrition.	69%	69%	66%	77%	73%	72%	11%	61%	59%	77%	84%	29%	89%	57%	36%	#	62%	67%	‡
Q9d. My organisation provides advice on drug and alcohol consumption.	70%	71%	66%	73%	77%	71%	25%	52%	54%	75%	71%	32%	85%	43%	27%	#	55%	73%	‡
Q9e. My organisation provides advice on exercise.	78%	77%	72%	82%	87%	81%	15%	67%	72%	88%	96%	29%	100%	95%	27%	#	82%	78%	‡
Q9f. My organisation provides advice on help for staff that want to stop smoking.	83%	85%	81%	86%	89%	85%	32%	69%	66%	82%	82%	36%	67%	51%	36%	#	53%	91%	‡
Q9g. Are you happy with the food / drink / rest facilities provided by your employer?	51%	48%	57%	55%	45%	48%	25%	58%	49%	43%	59%	68%	91%	38%	27%	#	82%	‡	‡
Q9h. In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	30%	31%	28%	31%	32%	29%	71%	19%	27%	21%	14%	25%	11%	16%	9%	#	14%	18%	25%
Q9i. During the last 12 months have you felt unwell as a result of work related stress?	47%	49%	44%	46%	47%	47%	77%	36%	46%	47%	37%	43%	33%	38%	64%	#	42%	36%	38%
Q9j. In the last three months have you ever come to work despite not feeling well enough to perform your duties?	64%	67%	60%	64%	64%	62%	77%	61%	63%	60%	67%	71%	63%	57%	82%	#	45%	‡	57%

Note: The following three questions (Q9j,k and l) were only asked of those that said "yes" to Q9j. The result is shown as a proportion of those who answered "yes" to each question.

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q9k. Have you felt pressure from your manager to come to work?	29%	30%	26%	30%	27%	36%	48%	19%	29%	20%	27%	15%	17%	24%	#	#	17%	‡	25%
Q9l. Have you felt pressure from colleagues to come to work?	21%	22%	19%	20%	21%	25%	12%	10%	27%	17%	12%	10%	28%	10%	#	#	9%	‡	19%
Q9m. Have you put yourself under pressure to come into work?	94%	93%	94%	93%	94%	94%	91%	93%	97%	96%	94%	100%	100%	86%	#	#	100%	‡	92%
Q9n. Do you typically feel worn out at the end of the working day?	91%	92%	90%	91%	91%	89%	96%	89%	87%	84%	90%	79%	93%	92%	82%	#	87%	‡	‡
Q9o. Does your organisation support you in achieving a work-life balance?	68%	69%	69%	70%	69%	61%	33%	76%	77%	65%	69%	61%	83%	84%	82%	#	83%	‡	‡

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Working hours	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q10a. How many hours a week are you contracted to work? *(% of respondents that are contracted to work less than 30 hours a week)*	**21%**	18%	26%	24%	22%	21%	4%	9%	11%	10%	20%	14%	7%	11%	9%	#	13%	22%	20%
**** Q10b**. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? (% of staff working additional paid hours)*	**34%**	38%	34%	35%	35%	32%	84%	15%	6%	8%	47%	11%	30%	3%	27%	#	5%	50%	32%
**** Q10c**. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? (% of staff working additional unpaid hours)*	**50%**	54%	49%	51%	50%	50%	30%	40%	55%	56%	45%	64%	35%	46%	45%	#	54%	71%	58%
Q10d. Working the extra PAID hours that I do is acceptable to me. *(Asked only of those who stated on Q10b that they work additional paid hours)*	**75%**	78%	79%	75%	77%	73%	40%	88%	77%	85%	54%	#	86%	#	#	#	#	‡	‡
Q10e. Working the extra UNPAID hours that I do is acceptable to me: *(Asked only of those who stated on Q10c that they work additional unpaid hours)*	**27%**	26%	30%	24%	27%	23%	20%	41%	38%	34%	41%	22%	19%	41%	#	#	31%	‡	‡
Witnessing and reporting errors, near misses and incidents																			
**** Q11a**. In the last month have you seen any errors, near misses, or incidents that could have hurt staff?*	**17%**	19%	13%	17%	19%	17%	49%	8%	4%	9%	14%	4%	7%	0%	0%	#	1%	17%	17%
**** Q11b.** In the last month have you seen any errors, near misses, or incidents that could have hurt patients/service users?*	**22%**	26%	19%	21%	25%	23%	44%	3%	6%	3%	14%	0%	2%	3%	0%	#	3%	22%	24%
Q11c. The last time you saw an error, near miss or incident that could have hurt staff or patients / service users, did you or a colleague report it? *(Only asked of respondents that said "yes" to either Q11a or Q11b)*	**92%**	93%	92%	92%	92%	90%	89%	80%	81%	82%	#	#	#	#	#	#	#	95%	97%
Q12a. My organisation treats staff who are involved in an error, near miss or incident fairly.	**48%**	49%	50%	45%	52%	47%	28%	49%	40%	35%	70%	54%	50%	58%	#	#	45%	45%	45%
Q12b. My organisation encourages us to report errors, near misses or incidents.	**84%**	85%	87%	84%	86%	83%	79%	76%	69%	66%	98%	81%	84%	70%	#	#	78%	78%	85%
Q12c. When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	**67%**	68%	73%	66%	68%	66%	29%	63%	59%	52%	80%	78%	76%	61%	#	#	68%	61%	62%
Q12d. We are given feedback about changes made in response to reported errors, near misses and incidents.	**56%**	57%	65%	54%	54%	53%	17%	48%	45%	32%	67%	70%	75%	46%	#	#	55%	53%	53%

For most of the question scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Witnessing and reporting errors, near misses and incidents	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q13a. If you were concerned about negligence, unsafe clinical or professional practice, would you know how to report it?	**86%**	87%	90%	88%	86%	85%	90%	71%	78%	74%	84%	100%	80%	89%	73%	#	97%	88%	88%
Q13b. I would feel secure raising concerns about negligence, unsafe clinical or professional practice.	**61%**	61%	64%	62%	63%	58%	45%	57%	52%	47%	63%	54%	54%	68%	64%	#	69%	60%	76%
Q13c. I am confident that my organisation would address my concern.	**55%**	54%	60%	55%	56%	53%	28%	55%	44%	45%	59%	71%	65%	62%	27%		67%	54%	58%
Q13d. Do you understand your responsibility to raise concerns?	**97%**	98%	98%	98%	98%	97%	97%	92%	92%	93%	100%	100%	98%	95%	100%	#	100%	79%	‡
Experiencing and reporting of physical violence, harassment, bullying and abuse at work																			
Q14. In the last 12 months have you personally experienced physical violence at work from...																			
* Q14a . Patients / service users, their relatives or other members of the public?	**18%**	19%	16%	20%	18%	20%	57%	0%	1%	0%	0%	0%	0%	0%	0%	#	0%	14%	15%
* Q14b . Managers / Team leader?	**1%**	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	#	0%	0%	0%
* Q14c. Other colleagues?	**2%**	2%	2%	2%	2%	2%	2%	1%	0%	0%	0%	4%	0%	0%	0%	#	0%	1%	1%
Q14d. The last time you experienced physical violence at work, did you or a colleague report it?	**79%**	79%	80%	80%	78%	78%	79%	73%	92%	#	#	#	#	#	#	#	#	76%	62%

Note: Q14d was asked only of those respondents who stated on Q14a-c that they had personally experienced physical violence at work in the last 12 months

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q15. In the last 12 months have you personally experienced harassment, bullying and abuse at work from...																			
* Q15a . Patients / service users, their relatives or other members of the public?	**32%**	33%	29%	35%	35%	35%	66%	10%	13%	3%	4%	29%	7%	5%	27%	#	12%	24%	27%
* Q15b . Managers / Team leaders?	**16%**	17%	14%	15%	14%	18%	27%	12%	16%	12%	14%	0%	13%	16%	36%	#	23%	12%	12%
* Q15c. Other colleagues?	**20%**	22%	17%	19%	20%	22%	24%	13%	26%	16%	20%	11%	24%	11%	0%	#	8%	16%	17%
Q15d. The last time you experienced harassment, bullying and abuse at work, did you or a colleague report it?	**52%**	52%	54%	55%	52%	50%	52%	42%	41%	30%	71%	#	36%	#	#	#	62%	53%	44%

Note: Asked only of those respondents who stated on Q15a-c that they had personally experienced harassment, bullying and abuse at work in the last 12 months

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Experiencing and reporting of physical violence, harassment, bullying and abuse at work	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q16. Does your organisation take effective action if staff are…																			
Q16a. Physically attacked by patients / clients / service users, their relatives or other members of the public?	**83%**	81%	88%	84%	84%	83%	36%	95%	94%	97%	96%	94%	100%	93%	#	#	97%	58%	‡
Q16b. Physically attacked by other members of staff?	**94%**	93%	95%	95%	93%	94%	73%	95%	97%	95%	100%	95%	100%	100%	#	#	97%	61%	‡
Q16c. Bullied, harassed or abused by patients / clients / service users, their relatives or other members of the public?	**75%**	72%	79%	75%	74%	74%	34%	86%	80%	82%	100%	95%	94%	94%	#	#	90%	52%	‡
Q16d. Bullied, harassed or abused by other members of staff?	**72%**	70%	77%	74%	73%	68%	54%	77%	56%	57%	78%	84%	84%	82%	#	#	62%	50%	‡
Discrimination at work																			
Q17. In the last 12 months have you personally experienced discrimination at work from ..																			
* Q17a. Patients / service users, their relatives or other members of the public?	**4%**	5%	3%	5%	4%	5%	17%	1%	0%	0%	0%	0%	7%	0%	0%	#	1%	5%	6%
* Q17b. Managers / team leaders or other colleagues?	**10%**	11%	9%	9%	10%	11%	19%	7%	13%	5%	4%	0%	9%	5%	9%	#	5%	8%	8%

Note: The following three questions (Q17c-e) were asked only of those respondents selecting 'yes' to either question Q17a or Q17b. Multiple selection was allowed for Q17c and the results shown are the proportion of those selecting 'Yes' and may sum to more than 100%.

* Q17c. On what grounds have you experienced discrimination?

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Ethnic background	**11%**	14%	11%	12%	13%	10%	5%	4%	0%	#	#	#	#	#	#	#	#	13%	5%
Gender	**16%**	19%	12%	14%	15%	13%	16%	37%	30%	#	#	#	#	#	#	#	#	18%	2%
Religion	**20%**	21%	14%	23%	16%	20%	32%	27%	20%	#	#	#	#	#	#	#	#	22%	1%
Sexual orientation	**4%**	5%	3%	2%	4%	3%	3%	0%	7%	#	#	#	#	#	#	#	#	4%	1%
Disability	**8%**	8%	10%	11%	7%	6%	11%	4%	10%	#	#	#	#	#	#	#	#	9%	1%
Age	**14%**	15%	15%	16%	17%	10%	5%	10%	10%	#	#	#	#	#	#	#	#	15%	2%
Other reason(s)	**38%**	35%	43%	36%	39%	39%	24%	42%	50%	#	#	#	#	#	#	#	#	29%	4%
Q17d. Did you report the discrimination?	**30%**	29%	34%	30%	31%	29%	32%	23%	27%	#	#	#	#	#	#	#	#	28%	‡
Q17e. Does your organisation take effective action if discrimination is reported?	**26%**	28%	28%	24%	32%	25%	0%	27%	18%	#	#	#	#	#	#	#	#	32%	‡

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Job-relevant training, learning and development	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q18a. Have you had any training, learning or development in the last 12 months?	**78%**	81%	80%	81%	79%	76%	61%	68%	62%	73%	88%	86%	83%	68%	91%	#	72%	‡	71%
Q18b. My training, learning or development has helped me to do my job more effectively.	**80%**	77%	81%	80%	83%	83%	73%	74%	79%	80%	65%	62%	83%	61%	#	#	69%	69%	83%
Q18c. My training, learning or development has helped me to stay up-to-date with professional requirements.	**85%**	85%	86%	86%	87%	86%	73%	71%	75%	72%	77%	87%	72%	50%	#	#	74%	70%	84%
Q18d. My training, learning or development has helped me to deliver a better patient / service user experience.	**78%**	76%	79%	79%	81%	80%	65%	64%	64%	63%	56%	56%	77%	36%	#	#	70%	63%	78%
Q19a. Have you had mandatory training in the last 12 months?	**91%**	93%	93%	95%	89%	88%	63%	80%	87%	91%	98%	93%	85%	81%	100%	#	97%	‡	95%
Performance Appraisals																			
Q20a. In the last 12 months, have you had an appraisal, annual review, development review, or KSF development review?	**71%**	71%	80%	74%	70%	63%	34%	66%	41%	70%	76%	96%	89%	95%	55%	#	83%	64%	85%
Q20b. My appraisal / review helped me to improve how I do my job.	**74%**	73%	76%	75%	74%	76%	50%	72%	68%	68%	62%	70%	80%	66%	#	#	58%	58%	72%
Q20c. My appraisal / review helped me agree clear objectives for my work.	**84%**	82%	88%	84%	85%	84%	50%	86%	83%	81%	81%	85%	95%	89%	#	#	85%	78%	84%
Q20d. My appraisal / review left me feeling that my work is valued by my organisation.	**72%**	69%	77%	73%	74%	69%	37%	73%	64%	63%	70%	85%	88%	71%	#	#	65%	62%	74%
Q20e. The values of my organisation were discussed as part of the appraisal process.	**74%**	78%	81%	68%	74%	64%	58%	81%	49%	43%	65%	85%	71%	60%	#	#	80%	‡	79%
Q20f. My training, learning or development needs were discussed and agreed.	**94%**	93%	96%	94%	94%	93%	61%	90%	88%	91%	89%	96%	93%	94%	#	#	89%	79%	65%
Q20g. My training, learning and development needs were met.	**86%**	84%	89%	89%	87%	82%	41%	86%	78%	81%	84%	67%	85%	74%	#	#	68%	75%	53%

HSC Health and Social Care

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Where a question was not previously asked, this is denoted by ' ‡ '. Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Your organisation	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q21a. Care of patients / service users is my organisation's top priority.	**75%**	75%	77%	74%	80%	75%	53%	63%	61%	64%	80%	86%	74%	70%	91%	#	85%	74%	74%
Q21b. I would recommend my organisation as a place to work.	**61%**	59%	65%	60%	63%	59%	32%	66%	52%	54%	61%	82%	76%	68%	36%	#	44%	61%	59%
Q21c. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	**69%**	70%	70%	68%	72%	71%	59%	54%	49%	46%	76%	68%	46%	38%	55%	#	42%	67%	69%
Q21d. What way do you prefer to receive information about your organisation?																			

Note: Multiple selection was allowed, the result is shown as a proportion of those who said yes to Q21d and may sum to more than 100%)

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Daily updates on organisation intranet	**46%**	50%	47%	41%	46%	45%	38%	36%	44%	78%	51%	25%	17%	62%	27%	#	45%	38%	‡
Internet	**31%**	31%	31%	33%	33%	31%	31%	26%	23%	20%	29%	7%	13%	14%	36%	#	18%	25%	‡
Senior management briefings	**19%**	21%	17%	16%	16%	20%	19%	31%	38%	36%	33%	36%	30%	49%	18%	#	37%	20%	‡
Organisation newsletter	**30%**	25%	29%	38%	24%	29%	39%	51%	47%	46%	24%	57%	76%	38%	18%	#	28%	13%	‡
Line managers	**53%**	51%	55%	55%	52%	54%	51%	53%	56%	49%	63%	57%	46%	59%	64%	#	67%	56%	‡
Team meetings	**65%**	65%	64%	67%	65%	64%	47%	67%	66%	65%	71%	71%	76%	78%	82%	#	83%	64%	‡
Chief Executive briefings	**10%**	10%	9%	10%	8%	9%	22%	12%	32%	23%	22%	61%	24%	41%	27%	#	49%	8%	‡
Staff notice boards	**27%**	29%	24%	24%	26%	31%	62%	22%	11%	13%	41%	14%	46%	19%	9%	#	31%	23%	‡
Patient / service user experience measures																			
Q22a. Is patient / service user experience feedback collected within your directorate / department?	**81%**	79%	85%	80%	86%	78%	34%	83%	61%	74%	74%	96%	73%	91%	#	#	98%	74%	62%

Note: The following two questions were only asked of respondents that said "yes" to Q22a. The result is shown as a proportion of those who answered "yes" to each question.

	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA	HSC 2015	NHS 2017
Q22b. I receive regular updates on patient / service user experience feedback in my directorate / department.	**59%**	60%	63%	57%	58%	57%	38%	67%	48%	44%	55%	61%	#	35%	#	#	62%	61%	58%
Q22c. Feedback from patients / service users is used to make informed decisions within my service area.	**63%**	65%	65%	61%	62%	61%	37%	69%	69%	74%	47%	71%	#	50%	#	#	72%	66%	50%

Results for Each Survey Question

Percentage Score Results

by Personnel Area

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For these scores, which are marked with an asterisk and in italics, the lower the score the better. Where a question was not previously asked, this is denoted by ' ‡ '.

Contact with patients	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q1. % saying they have face-to-face contact with patients / service users as part of their job	84%	53%	93%	70%	97%	98%	89%	99%	86%	‡	83%
Staff motivation at work											
Q2a. I am proud when I tell others that I am part of HSC.	62%	58%	55%	54%	53%	64%	65%	67%	55%	‡	‡
Q2b. I recognise HSC as a great place to work.	54%	56%	37%	57%	38%	50%	54%	59%	56%	‡	‡
Q2c. I look forward to going to work.	56%	52%	41%	59%	50%	57%	53%	65%	55%	57%	57%
Q2d. I am enthusiastic about my job.	73%	66%	63%	73%	69%	78%	74%	81%	68%	71%	73%
Q2e. Time passes quickly when I am working.	81%	77%	57%	77%	83%	85%	81%	84%	75%	80%	76%
Job design											
Q3a. I always know what my work responsibilities are.	89%	85%	83%	80%	91%	91%	90%	90%	88%	92%	86%
Q3b. I am trusted to do my job.	90%	90%	79%	84%	91%	92%	89%	91%	88%	‡	91%
Q3c. I am able to do my job to a standard I am personally pleased with.	81%	86%	75%	78%	73%	77%	80%	84%	88%	79%	79%
Opportunities to develop potential at work											
Q4a. There are frequent opportunities for me to show initiative in my role.	70%	68%	53%	70%	70%	73%	71%	72%	51%	66%	73%
Q4b. I am able to make suggestions to improve the work of my team / department.	68%	70%	25%	68%	74%	68%	74%	70%	44%	67%	74%
Q4c. I am involved in deciding on changes introduced that affect my work area / team / department.	46%	49%	9%	46%	55%	46%	53%	45%	26%	50%	52%
Q4d. I am able to make improvements happen in my area of work.	51%	55%	14%	56%	53%	49%	54%	50%	35%	56%	55%

HSC Health and Social Care

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For these scores, which are marked with an asterisk and in italics, the lower the score the better. Where a question was not previously asked, this is denoted by ' ‡ '.

Opportunities to develop potential at work	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q4e. I am able to meet all the conflicting demands on my time at work.	**40%**	50%	21%	36%	25%	35%	33%	43%	56%	44%	44%
Q4f. I have adequate materials, supplies and equipment to do my work.	**61%**	71%	46%	52%	40%	59%	55%	63%	57%	61%	56%
Q4g. There are enough staff in my work area / team / department for me to do my job properly.	**34%**	42%	12%	33%	21%	27%	30%	41%	42%	35%	31%
Q4h. The team I work in has a set of shared objectives.	**73%**	72%	51%	70%	74%	75%	79%	75%	54%	77%	72%
Q4i. The team I work in often meets to discuss the team's effectiveness.	**57%**	55%	6%	55%	56%	57%	63%	65%	33%	57%	61%
Q4j. Team members have to communicate closely with each other to achieve the team's objectives.	**82%**	78%	70%	74%	86%	87%	85%	84%	64%	81%	78%
Q4k. I work as part of a multi-disciplinary team which values the roles and contributions of all colleagues.	**65%**	54%	37%	62%	83%	73%	72%	66%	44%	‡	‡
Q4l. I value the work and contribution of other disciplines in my area of work.	**89%**	85%	76%	82%	97%	94%	95%	90%	69%	‡	‡
Staff job satisfaction											
Q5a. The recognition or praise I get for good work.	**49%**	53%	16%	47%	38%	48%	47%	55%	40%	46%	53%
Q5b. The support I get from my immediate manager.	**64%**	67%	32%	66%	57%	63%	66%	69%	50%	62%	69%
Q5c. The support I get from my work colleagues.	**80%**	77%	72%	77%	83%	82%	82%	84%	67%	76%	82%
Q5d. The amount of responsibility I am given.	**72%**	71%	53%	74%	79%	73%	75%	75%	62%	69%	73%
Q5e. The opportunities I have to use my skills.	**72%**	67%	65%	67%	77%	77%	73%	75%	54%	67%	70%
Q5f. The extent to which my organisation values my work.	**43%**	46%	10%	49%	33%	41%	41%	50%	40%	38%	43%
Q5g. The opportunities for flexible working patterns.	**53%**	67%	21%	47%	38%	49%	46%	54%	42%	‡	53%

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Contribution to patient care and future plans	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q6a. I am satisfied with the quality of care I give to patients / service users.	**84%**	83%	85%	74%	79%	83%	85%	87%	86%	86%	70%
Q6b. I feel that my role makes a difference to patients / service users.	**90%**	79%	93%	84%	95%	93%	94%	93%	85%	89%	83%
Q6c. I am able to deliver the care I aspire to.	**67%**	64%	66%	54%	56%	67%	65%	73%	74%	69%	57%
*** Q6d** . I often think about leaving this organisation.*	**35%**	33%	54%	26%	35%	41%	33%	30%	32%	33%	‡

Q6e. If you are considering leaving your job, please indicate why.

Note: Asked only of those that said "#" to question Q6d, multiple selection was allowed, the result is shown as a proportion of those who said yes to Q6d and may sum to more than 100%

	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Career Development	**33%**	45%	39%	31%	26%	26%	38%	28%	19%	25%	‡
Change of career	**18%**	21%	25%	4%	14%	16%	19%	20%	18%	10%	‡
Would like more pay	**42%**	46%	64%	53%	21%	46%	39%	30%	45%	20%	‡
Not being valued for my work	**58%**	55%	74%	64%	61%	58%	58%	55%	64%	20%	‡
Family / personal reasons	**17%**	15%	22%	5%	20%	19%	21%	16%	9%	20%	‡
Health reasons	**10%**	9%	25%	9%	8%	10%	7%	12%	8%	5%	‡
End of contract	**1%**	1%	0%	4%	0%	0%	0%	0%	1%	2%	‡
Retirement	**13%**	9%	12%	18%	14%	17%	8%	13%	8%	12%	‡
Don't want to work in HSC	**9%**	8%	14%	5%	14%	9%	8%	7%	8%	3%	‡
Relationship with manager	**19%**	20%	18%	27%	19%	16%	23%	18%	35%	7%	‡
Other	**22%**	17%	28%	16%	33%	22%	24%	24%	21%	9%	‡

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For these scores, which are marked with an asterisk and in italics, the lower the score the better. Where a question was not previously asked, this is denoted by ' ‡ '.

Your manager	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q7a. My line manager… encourages those who work for her / him to work as a team.	**72%**	72%	33%	73%	66%	74%	75%	77%	54%	72%	74%
Q7b. My line manager… can be counted on to help me with a difficult task at work.	**69%**	71%	43%	75%	62%	68%	71%	74%	53%	70%	72%
Q7c. My line manager… gives me clear feedback on my work.	**59%**	61%	22%	65%	43%	60%	60%	64%	46%	58%	63%
Q7d. My line manager… asks for my opinion before making decisions that affect my work.	**52%**	56%	19%	65%	49%	49%	55%	55%	33%	54%	56%
Q7e. My line manager… is supportive in a personal crisis.	**74%**	79%	55%	77%	63%	72%	75%	77%	59%	75%	75%
Q7f. My line manager… takes a positive interest in my health and well-being.	**64%**	69%	37%	69%	53%	62%	66%	66%	48%	78%	69%
Q7g. My line manager… values my work.	**68%**	71%	33%	75%	64%	67%	71%	72%	53%	‡	72%
Q7h. My line manager… helps me find a good work life balance.	**53%**	60%	23%	58%	37%	51%	53%	56%	39%	45%	‡
Q8a. Communication between senior management and staff is effective.	**34%**	37%	8%	38%	25%	34%	36%	37%	29%	29%	40%
Q8b. Senior managers involve staff in a timely manner regarding important decisions.	**28%**	31%	4%	30%	20%	27%	29%	32%	26%	28%	33%
Q8c. Senior managers act on staff feedback.	**27%**	30%	4%	33%	20%	26%	27%	31%	25%	38%	32%

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Your health, well-being and safety at work	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q9a. My organisation takes positive action on health and well-being.	87%	91%	49%	89%	80%	85%	90%	89%	81%	78%	90%
Q9b. My organisation provides advice on mental health and well-being.	86%	91%	77%	78%	85%	85%	90%	86%	71%	89%	‡
Q9c. My organisation provides advice on diet and nutrition.	69%	77%	11%	70%	69%	67%	75%	66%	56%	67%	‡
Q9d. My organisation provides advice on drug and alcohol consumption.	70%	75%	25%	70%	69%	67%	73%	68%	59%	73%	‡
Q9e. My organisation provides advice on exercise.	78%	85%	14%	72%	80%	76%	86%	73%	58%	78%	‡
Q9f. My organisation provides advice on help for staff that want to stop smoking.	83%	86%	31%	86%	86%	84%	88%	79%	73%	91%	‡
Q9g. Are you happy with the food / drink / rest facilities provided by your employer?	51%	55%	23%	64%	44%	47%	52%	51%	59%	‡	‡
*** Q9h** . In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?*	30%	24%	74%	24%	34%	38%	30%	24%	26%	18%	25%
*** Q9i** . During the last 12 months have you felt unwell as a result of work related stress?*	47%	40%	78%	35%	50%	52%	47%	46%	40%	36%	38%
*** Q9j** . In the last three months have you ever come to work despite not feeling well enough to perform your duties?*	64%	64%	79%	56%	56%	67%	64%	60%	57%	‡	57%

Note: The following three questions (Q9j,k and l) were only asked of those that said "yes" to Q9j. The result is shown as a proportion of those who answered "yes" to each question.

*** Q9k** . Have you felt pressure from your manager to come to work?*	29%	24%	48%	20%	22%	33%	27%	29%	45%	‡	25%
*** Q9l** . Have you felt pressure from colleagues to come to work?*	21%	18%	12%	12%	28%	26%	18%	18%	16%	‡	19%
*** Q9m** . Have you put yourself under pressure to come into work?*	94%	93%	90%	90%	97%	94%	97%	92%	86%	‡	92%
*** Q9n** . Do you typically feel worn out at the end of the working day?*	91%	89%	97%	90%	91%	94%	93%	86%	83%	‡	‡
Q9o. Does your organisation support you in achieving a work-life balance?	68%	77%	31%	70%	54%	65%	70%	68%	53%	‡	‡

HSC | Health and Social Care

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Your health, well-being and safety at work	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q10a. How many hours a week are you contracted to work? (% of respondents that are contracted to work less than 30 hours a week)	21%	16%	5%	2%	12%	22%	19%	28%	36%	22%	20%
* Q10b. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? (% of staff working additional paid hours)	34%	19%	89%	56%	42%	37%	33%	43%	48%	50%	32%
* Q10c. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? (% of staff working additional unpaid hours)	50%	41%	27%	47%	79%	59%	58%	46%	17%	71%	58%
Q10d. Working the extra PAID hours that I do is acceptable to me. (Asked only of those who stated on Q10b that they work additional paid hours)	75%	82%	40%	82%	79%	75%	73%	77%	78%	‡	‡
Q10e. Working the extra UNPAID hours that I do is acceptable to me: (Asked only of those who stated on Q10c that they work additional unpaid hours)	27%	40%	18%	47%	28%	17%	26%	27%	36%	‡	‡
Witnessing and reporting errors, near misses and incidents											
* Q11a. In the last month have you seen any errors, near misses, or incidents that could have hurt staff?	17%	9%	52%	15%	19%	25%	12%	16%	23%	17%	17%
* Q11b. In the last month have you seen any errors, near misses, or incidents that could have hurt patients/service users?	22%	9%	46%	13%	43%	31%	23%	20%	19%	22%	24%
Q11c. The last time you saw an error, near miss or incident that could have hurt staff or patients / service users, did you or a colleague report it? (Only asked of respondents that said "yes" to either Q11a or Q11b)	92%	87%	88%	83%	89%	95%	93%	93%	79%	95%	97%
Q12a. My organisation treats staff who are involved in an error, near miss or incident fairly.	48%	49%	24%	49%	42%	47%	51%	52%	50%	45%	45%
Q12b. My organisation encourages us to report errors, near misses or incidents.	84%	80%	78%	78%	80%	87%	89%	87%	78%	78%	85%
Q12c. When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	67%	64%	28%	65%	58%	71%	71%	71%	62%	61%	62%
Q12d. We are given feedback about changes made in response to reported errors, near misses and incidents.	56%	48%	18%	40%	53%	62%	61%	60%	46%	53%	53%

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Witnessing and reporting errors, near misses and incidents	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q13a. If you were concerned about negligence, unsafe clinical or professional practice, would you know how to report it?	**86%**	75%	90%	66%	94%	94%	85%	95%	74%	88%	88%
Q13b. I would feel secure raising concerns about negligence, unsafe clinical or professional practice.	**61%**	54%	43%	44%	59%	68%	57%	69%	54%	60%	76%
Q13c. I am confident that my organisation would address my concern.	**55%**	53%	27%	43%	50%	56%	54%	63%	51%	54%	58%
Q13d. Do you understand your responsibility to raise concerns?	**97%**	94%	97%	89%	99%	100%	98%	99%	92%	79%	‡
Experiencing and reporting of physical violence, harassment, bullying and abuse at work											
Q14. In the last 12 months have you personally experienced physical violence at work from…											
* **Q14a** . Patients / service users, their relatives or other members of the public?	**18%**	2%	62%	6%	20%	32%	11%	23%	15%	14%	15%
* **Q14b** . Managers / Team leader?	**1%**	0%	1%	0%	1%	1%	0%	1%	3%	0%	0%
* **Q14c**. Other colleagues?	**2%**	1%	3%	1%	1%	3%	1%	2%	6%	1%	1%
Q14d. The last time you experienced physical violence at work, did you or a colleague report it?	**79%**	76%	79%	63%	53%	79%	57%	92%	77%	76%	62%

Note: Asked only of those respondents who stated on Q14a-c that they had personally experienced physical violence at work in the last 12 months

	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q15. In the last 12 months have you personally experienced harassment, bullying and abuse at work from…											
* **Q15a.** Patients / service users, their relatives or other members of the public?	**32%**	16%	70%	12%	46%	45%	27%	36%	23%	24%	27%
* **Q15b.** Managers / Team leaders?	**16%**	14%	27%	14%	16%	19%	13%	12%	20%	12%	12%
* **Q15c.** Other colleagues?	**20%**	20%	23%	13%	20%	25%	18%	14%	21%	16%	17%
Q15d. The last time you experienced harassment, bullying and abuse at work, did you or a colleague report it?	**52%**	48%	54%	44%	25%	56%	38%	68%	54%	53%	44%

Note: Asked only of those respondents who stated on Q15a-c that they had personally experienced physical violence at work in the last 12 months

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Experiencing and reporting of physical violence, harassment, bullying and abuse at work	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q16. Does your organisation take effective action if staff are…											
Q16a. Physically attacked by patients / clients / service users, their relatives or other members of the public?	**83%**	93%	34%	92%	79%	76%	92%	85%	82%	58%	‡
Q16b. Physically attacked by other members of staff?	**94%**	95%	73%	93%	94%	92%	96%	96%	86%	61%	‡
Q16c. Bullied, harassed or abused by patients / clients / service users, their relatives or other members of the public?	**75%**	85%	31%	82%	58%	67%	79%	78%	78%	52%	‡
Q16d. Bullied, harassed or abused by other members of staff?	**72%**	73%	52%	77%	62%	69%	71%	81%	71%	50%	‡
Discrimination at work											
Q17. In the last 12 months have you personally experienced discrimination at work from ..											
* Q17a. Patients / service users, their relatives or other members of the public?	**4%**	1%	18%	1%	6%	6%	3%	6%	6%	5%	6%
* Q17b. Managers / team leaders or other colleagues?	**10%**	8%	19%	10%	10%	11%	9%	9%	16%	8%	8%

Note: *The following three questions were asked of those respondents selecting 'yes' to either question Q17a or Q17b. Multiple selection was allowed for Q17c and the results shown are the proportion of those selecting 'Yes' but may sum to more than 100%*

	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
* Q17c. On what grounds have you experienced discrimination?											
Ethnic background	**11%**	5%	6%	0%	27%	15%	9%	8%	15%	13%	5%
Gender	**16%**	18%	17%	9%	42%	12%	20%	14%	8%	18%	2%
Religion	**20%**	20%	33%	18%	12%	18%	21%	20%	23%	22%	1%
Sexual orientation	**4%**	3%	3%	9%	3%	4%	4%	4%	4%	4%	1%
Disability	**8%**	9%	11%	9%	6%	7%	11%	9%	7%	9%	1%
Age	**14%**	17%	3%	9%	10%	16%	15%	13%	8%	15%	2%
Other reason(s)	**38%**	43%	24%	50%	21%	38%	42%	37%	35%	29%	4%
Q17d. Did you report the discrimination?	**30%**	27%	33%	24%	18%	30%	19%	41%	43%	28%	‡
Q17e. Does your organisation take effective action if discrimination is reported?	**26%**	26%	0%	9%	16%	29%	21%	34%	27%	32%	‡

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Job-relevant training, learning and development	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q18a. Have you had any training, learning or development in the last 12 months?	78%	63%	59%	71%	92%	86%	83%	89%	61%	‡	71%
Q18b. My training, learning or development has helped me to do my job more effectively.	80%	72%	74%	70%	79%	85%	82%	83%	75%	69%	83%
Q18c. My training, learning or development has helped me to stay up-to-date with professional requirements.	85%	70%	72%	67%	90%	93%	88%	89%	77%	70%	84%
Q18d. My training, learning or development has helped me to deliver a better patient / service user experience.	78%	65%	67%	66%	79%	85%	81%	82%	67%	63%	78%
Q19a. Have you had mandatory training in the last 12 months?	91%	87%	64%	94%	88%	93%	96%	95%	77%	‡	95%
Performance appraisals											
Q20a. In the last 12 months, have you had an appraisal, annual review, development review, or KSF development review?	71%	63%	35%	80%	88%	74%	76%	75%	50%	64%	85%
Q20b. My appraisal / review helped me to improve how I do my job.	74%	69%	49%	62%	63%	78%	74%	80%	73%	58%	72%
Q20c. My appraisal / review helped me agree clear objectives for my work.	84%	83%	48%	70%	76%	87%	88%	87%	74%	78%	84%
Q20d. My appraisal / review left me feeling that my work is valued by my organisation.	72%	73%	36%	64%	52%	73%	70%	78%	71%	62%	74%
Q20e. The values of my organisation were discussed as part of the appraisal process.	74%	76%	57%	69%	40%	75%	71%	82%	77%	‡	79%
Q20f. My training, learning or development needs were discussed and agreed.	94%	91%	60%	88%	95%	96%	95%	95%	82%	79%	65%
Q20g. My training, learning and development needs were met.	86%	84%	41%	76%	87%	88%	83%	90%	78%	75%	53%

HSC Health and Social Care

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Your organisation	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q21a. Care of patients / service users is my organisation's top priority.	**75%**	74%	52%	72%	70%	75%	77%	78%	79%	74%	74%
Q21b. I would recommend my organisation as a place to work.	**61%**	64%	29%	63%	53%	56%	60%	67%	62%	61%	59%
Q21c. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	**69%**	66%	56%	68%	69%	67%	71%	72%	70%	67%	69%

Q21d. What way do you prefer to receive information about your organisation?

Note: Multiple selection was allowed, the result is shown as a proportion of those who said yes to Q21d and may sum to more than 100%)

	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Daily updates on organisation intranet	**46%**	56%	36%	40%	35%	45%	55%	35%	17%	38%	‡
Internet	**31%**	29%	31%	36%	34%	36%	31%	28%	23%	25%	‡
Senior management briefings	**19%**	22%	16%	26%	24%	19%	17%	17%	16%	20%	‡
Organisation newsletter	**30%**	38%	38%	24%	30%	26%	27%	28%	21%	13%	‡
Line managers	**53%**	52%	49%	53%	31%	55%	52%	61%	54%	56%	‡
Team meetings	**65%**	60%	45%	59%	55%	65%	71%	74%	61%	64%	‡
Chief Executive briefings	**10%**	16%	20%	11%	14%	8%	8%	7%	4%	8%	‡
Staff notice boards	**27%**	21%	63%	29%	11%	38%	20%	19%	49%	23%	‡
Patient / service user experience measures											
Q22a. Is patient / service user experience feedback collected within your directorate / department?	**81%**	73%	34%	53%	88%	84%	83%	88%	61%	74%	62%

Note: The following two questions were only asked of respondents that said "yes" to Q22a. The result is shown as a proportion of those who answered "yes" to each question.

	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.	HSC 2015	NHS 2017
Q22b. I receive regular updates on patient / service user experience feedback in my directorate / department.	**59%**	59%	33%	50%	47%	61%	56%	62%	55%	61%	58%
Q22c. Feedback from patients / service users is used to make informed decisions within my service area.	**63%**	67%	33%	71%	54%	62%	63%	65%	61%	66%	50%

Background Details

Percentage Results by HSC Organisation & Personnel Area

Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Background details	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA
Q23a. Gender																	
Male	**19%**	21%	15%	12%	16%	18%	76%	39%	23%	17%	31%	26%	27%	31%	#	#	30%
Female	**81%**	79%	85%	88%	84%	82%	24%	61%	77%	83%	69%	74%	73%	69%	#	#	70%
Q23b. Age																	
Age 16 - 30	**10%**	10%	9%	12%	10%	7%	7%	13%	4%	6%	15%	0%	9%	17%	#	#	7%
Age 31 - 40	**23%**	25%	21%	24%	21%	23%	14%	27%	20%	30%	23%	7%	41%	19%	#	#	25%
Age 41 - 50	**29%**	28%	28%	28%	28%	29%	40%	31%	38%	36%	30%	26%	26%	31%	#	#	44%
Age 51 - 65	**36%**	35%	39%	34%	38%	38%	38%	28%	37%	28%	32%	67%	24%	31%	#	#	24%
Age 66+	**2%**	2%	2%	1%	2%	2%	2%	0%	1%	0%	0%	0%	0%	3%	#	#	0%
Q23c. Community Background Religion																	
Protestant community	**42%**	38%	52%	38%	55%	27%	49%	37%	39%	42%	50%	27%	46%	36%	#	#	45%
Roman Catholic community	**45%**	46%	35%	52%	31%	63%	31%	50%	51%	45%	30%	69%	48%	44%	#	#	40%
Neither Protestant or Roman Catholic community	**13%**	16%	13%	10%	14%	10%	20%	12%	10%	13%	20%	4%	7%	19%	#	#	15%
Q23d. Religious Belief																	
Christian	**77%**	72%	78%	83%	74%	85%	70%	77%	81%	63%	76%	76%	72%	69%	#	#	61%
None	**18%**	22%	18%	13%	22%	11%	22%	20%	15%	30%	19%	20%	24%	31%	#	#	28%
Other Religion	**5%**	6%	5%	4%	5%	4%	7%	4%	4%	6%	5%	4%	4%	0%	#	#	11%

Where values are suppressed because fewer than eleven responses were received, this is denoted by #.

Background details	HSC Overall	Belfast HSCT	Northern HSCT	Southern HSCT	S Eastern HSCT	Western HSCT	NIAS	BSO	HSC Board	PHA	NIBTS	NIGALA	NIMDTA	NISCC	PCC	NIPEC	RQIA
Q23e. Nationality																	
British	**41%**	38%	51%	36%	53%	27%	42%	35%	38%	37%	43%	14%	39%	34%	#	#	53%
Irish	**31%**	34%	20%	38%	18%	47%	25%	39%	38%	35%	19%	50%	43%	37%	#	#	29%
Northern Irish	**24%**	23%	26%	23%	25%	22%	29%	23%	22%	25%	34%	36%	15%	23%	#	#	16%
Other Nationality	**4%**	5%	3%	3%	4%	4%	4%	4%	1%	3%	4%	0%	2%	6%	#	#	3%
Q23f. Do you have caring responsibilities for…?																	
A child (or children)	**47%**	47%	46%	50%	45%	49%	51%	46%	51%	50%	36%	33%	46%	44%	#	#	37%
A dependent older person	**15%**	14%	16%	15%	15%	14%	13%	13%	19%	12%	13%	22%	9%	14%	#	#	14%
A person(s) with a disability	**8%**	9%	9%	8%	8%	7%	9%	6%	6%	2%	4%	7%	2%	6%	#	#	10%
Q23g. Do you have a long-standing illness, health problem or disability?	**17%**	18%	19%	16%	16%	17%	24%	15%	16%	17%	11%	21%	13%	22%	#	#	14%
Note: 'Long-standing' refers to an illness, health problem or disability that has lasted, or will last, for at least 12 months.																	
Q23h. Has your employer made adequate adjustment(s) to enable you to carry out your work?	69%	67%	75%	70%	67%	65%	38%	77%	76%	64%	#	#	#	#	#	#	#
Q23i. My sexual orientation is towards someone:																	
Of the opposite sex	**97%**	96%	97%	98%	97%	97%	95%	96%	97%	95%	93%	92%	89%	100%	#	#	96%
Of the same sex	**3%**	3%	2%	2%	3%	2%	4%	3%	3%	5%	5%	8%	9%	0%	#	#	4%
Of the same and opposite sex	**1%**	1%	0%	0%	1%	0%	1%	1%	0%	0%	2%	0%	2%	0%	#	#	0%
Q23j. Marital Status																	
Single	21%	24%	18%	18%	20%	21%	14%	29%	16%	21%	33%	21%	37%	31%	#	#	14%
Married/Civil Partnership	69%	65%	71%	72%	69%	70%	77%	61%	75%	68%	65%	71%	48%	57%	#	#	64%
Other	11%	12%	11%	10%	11%	9%	9%	10%	9%	11%	2%	7%	15%	11%	#	#	22%

Background details	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.
Q23a. Gender									
Male	**19%**	20%	77%	93%	48%	8%	16%	12%	43%
Female	**81%**	80%	23%	7%	52%	92%	84%	88%	57%
Q23b. Age									
Age 16 - 30	**10%**	8%	8%	6%	8%	11%	17%	6%	8%
Age 31 - 40	**23%**	24%	14%	19%	29%	21%	34%	18%	12%
Age 41 - 50	**29%**	33%	39%	22%	33%	27%	28%	27%	22%
Age 51 - 65	**36%**	34%	37%	52%	28%	39%	21%	46%	51%
Age 66+	**2%**	1%	2%	1%	1%	1%	1%	4+	6%
Q23c. Community Background Religion									
Protestant community	**42%**	43%	48%	53%	37%	39%	44%	41%	47%
Roman Catholic community	**45%**	46%	31%	37%	37%	48%	42%	46%	43%
Neither Protestant or Roman Catholic community	**13%**	11%	20%	10%	26%	12%	14%	12%	10%
Q23d. Religious Belief									
Christian	**77%**	76%	69%	77%	69%	81%	78%	76%	76%
None	**18%**	19%	23%	22%	22%	15%	19%	20%	19%
Other Religion	**5%**	5%	8%	2%	9%	4%	3%	5%	5%

Background details	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.
Q23e. Nationality									
British	**41%**	42%	41%	48%	38%	40%	39%	41%	48%
Irish	**31%**	34%	25%	27%	30%	31%	30%	31%	26%
Northern Irish	**24%**	21%	30%	23%	24%	24%	28%	24%	20%
Other Nationality	**4%**	3%	4%	2%	8%	5%	3%	3%	6%
Q23f. Do you have caring responsibilities for…?									
A child (or children)	**47%**	46%	51%	44%	61%	49%	53%	42%	31%
A dependent older person	**15%**	15%	12%	8%	10%	16%	11%	17%	12%
A person(s) with a disability	**8%**	8%	10%	6%	5%	8%	5%	11%	8%
Q23g. Do you have a long-standing illness, health problem or disability?	**17%**	19%	24%	19%	10%	17%	14%	18%	22%

Note: 'Long-standing' refers to an illness, health problem or disability that has lasted, or will last, for at least 12 months.

Background details	HSC Overall	Admin & Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Prof. & Technical	Social Services	Sup. Servs. /User Exp.
Q23h. Has your employer made adequate adjustment(s) to enable you to carry out your work?	69%	76%	37%	52%	59%	69%	72%	68%	54%
Q23i. My sexual orientation is towards someone:									
Of the opposite sex	**97%**	97%	95%	98%	95%	97%	97%	96%	97%
Of the same sex	**3%**	3%	4%	1%	5%	2%	2%	3%	2%
Of the same and opposite sex	**1%**	1%	1%	1%	0%	1%	0%	1%	1%
Q23j. Marital Status									
Single	21%	24%	14%	15%	16%	18%	25%	17%	26%
Married/Civil Partnership	69%	65%	77%	78%	78%	70%	69%	69%	61%
Other	11%	11%	9%	7%	6%	11%	7%	14%	13%

Appendix I

Calculation of Key Findings listed by Theme

Appendix I: Calculation of Key Findings

Table 1: Key Findings and their calculation, listed by theme

Key Findings	Question number(s)
Appraisals & support for development	
Key Finding 11. Percentage of staff appraised in last 12 months. This is the percentage of staff who answered "yes" to having an appraisal, annual review, development review or Knowledge and Skills Framework (KSF) development review in the last 12 months. **Calculation:** Percentage of those who said "yes" to question 20a, out of those who answered either 'yes' or 'no' to the question.	q20a
Key Finding 12. Quality of appraisals This scale evaluates the quality of any non-mandatory training, learning or development staff have received, assessing whether it has helped them do their job more effectively, stay up-to-date with professional requirements and deliver a better patient/service user experience. Possible scores range from 1 to 5, with 1 representing poor-quality training and 5 representing high-quality training. **Calculation**: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who answered any of the questions (the 'not applicable' response is not scored and is excluded from the calculation).	q20b-d
Key Finding 13. Quality of non-mandatory training, learning or development This scale evaluates the quality of any non-mandatory training, learning or development staff have received, assessing whether it has helped them do their job more effectively, stay up-to-date with professional requirements and deliver a better patient/service user experience. Possible scores range from 1 to 5, with 1 representing poor-quality training and 5 representing high-quality training. **Calculation:** The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who answered all of the questions (the 'not applicable' response is not scored and is excluded from the calculation).	q18b-d
Equality & diversity	
Key Finding 20. Percentage of staff experiencing discrimination at work in the last 12 months This is the percentage of staff who said that they had experienced discrimination from patients / service users, their relatives or other members of the public and / or from colleagues or managers in the last 12 months. **Calculation:** Those who answered 'yes' to questions 17a and/or 17b, or who did not answer either of questions 17a or 17b, but selected any of the types of discrimination in question 17c, out of all those who responded to questions 17a and/or 17b, or who did not respond to 17a or b but selected any of the options for question 17c.	q17a-b
Key Finding 21. Percentage believing that organisation provides equal opportunities for career progression or promotion This is the percentage of staff who said that their organisation acts fairly with regards to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. **Calculation:** Those who answered 'yes' to question, out of all those who answered the question, excluding the 'don't know' response.	Question not asked

Key Findings	Question number(s)

Errors & incidents

Key Finding 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

This is the percentage of staff who, in the previous month, had witnessed at least one error or near miss that could have potentially hurt patients, service users or staff.

Calculation: Those who answered 'yes' to questions 11a and/or 11b, out of all those who responded to either or both questions.

q11a and/or q11b

Key Finding 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month
This is the percentage of staff who had seen errors, near misses, or incidents in the last month that could have hurt staff or patients and said that they or a colleague had reported the last incident they saw.
Calculation: Those who answered 'yes, I reported it', 'yes, a colleague reported it' or both of those responses to question 11c, out of all those who responded to the question. Note: respondents who had not seen any errors, near misses or incidents in the last month were not able to answer question 11c and are therefore not included in the calculation of this Key Finding.

q11c

Key Finding 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

This scale assesses culture of incident reporting in organisations. The scale measures the extent to which staff feel that their organisation encourages reporting of errors, near misses and incidents, treats the staff involved fairly, takes action to ensure that such incidents do not happen again, and gives feedback about changes made in response to reported incidents. Possible scores range from 1 to 5, with 1 representing procedures that are perceived to be unfair and ineffective, and 5 representing procedures that are perceived to be fair and effective.

Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who responded to all four questions (the 'don't know' response is not scored and is excluded from the calculation).

q12a - q12d

Key Finding 31. Staff confidence and security in reporting unsafe clinical practice

This scale assesses whether staff would feel secure raising concerns about unsafe clinical practice, and whether they are confident that their organisation would address their concerns.

Calculation: Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), out of all those who answered both questions.

q13b-c

Health & wellbeing

Key Finding 17. Percentage of staff feeling unwell due to work related stress in last 12 months
This is the percentage of staff who said that, in the last 12 months, they had felt unwell as a result of work related stress.

Calculation: Those who answered 'yes' to question 9i, out of all those who answered the question.

q9i

Key Finding 18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves
This is the percentage of staff who said that in the last three months they had felt pressure from their manager, colleagues and/or themselves to attend work when they had not felt well enough to perform their duties.
Calculation: Those who answered 'yes' to at least one of questions 9k, 9l, or 9m, out of all those who answered question 9j. Those who respond 'yes' to 9j but do not answer any of 9k, 9l and 9m are excluded.

q9j-m

Key Findings	Question number(s)

Key Finding 19. Organisation and management interest in and action on health and wellbeing

This scale assesses the extent to which staff agree their immediate manager takes a positive interest in their health and wellbeing, and that their organisation takes positive action on health and wellbeing. Possible scores range from 1 to 5, where 1 represents no interest in or action on health and wellbeing, and 5 represents interest in and action on health and wellbeing.

Calculation: The mean of the two questions scored on a scale of 1-5 (question 9a has three responses scored 'yes, definitely'=5, 'yes, to some extent'=3 and 'no'=1, while question 7f has five responses scored from 'strongly disagree'=1 to 'strongly agree'=5), including all those who have answered both questions.

q7f, q9a

Key Finding 33. Percentage of staff who typically aren't worn out at the end of the working day and feel the HSC support them in achieving a work-life balance

This is the percentage of staff who said that they did not feel worn out at the end of the working day and agreed that their organisation supported them in achieving a work-life balance.

Calculation: Those who answered 'Seldom' or 'Never / almost never' to q9n and also answered 'Aways' or 'Often' to q9o, out of all those who answered both questions.

q9n-o

Working patterns

Key Finding 15. Percentage of staff satisfied with the opportunities for flexible working patterns

This is the percentage of staff that are satisfied with the opportunities for flexible working patterns within their organisation.

Calculation: Those who selected 'satisfied' or 'very satisfied' to question q5g, out of all those who answered the question.

q5g

Key Finding 16. Percentage of staff working extra hours

This is the percentage of staff that said that, in an average week, they work longer than the hours for which they are contracted.

Calculation: Those who selected "Up to 5 hours per week" or "6 – 10 hours per week" or "11 or more hours per week" to questions 10b (additional paid hours) and/or 10c (additional unpaid hours) out of all those who answered both questions.

q10b-c

Job satisfaction

Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment

Staff are asked whether or not they thought care of patients and service users was the organisation's top priority, whether or not they would recommend their organisation to others as a place to work, and whether they would be happy with the standard of care provided by the organisation if a friend or relative needed treatment. Possible scores range from 1 to 5, with 1 representing that staff would be unlikely to recommend the organisation as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the organisation as a place to work or receive treatment.

Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered all three questions.

q21a-c

Key Findings	Question number(s)

Job satisfaction continued…	
Key Finding 4. Staff motivation at work Staff are asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing that staff are not enthusiastic and absorbed by their work, and 5 representing that staff are enthusiastic and absorbed by their work. **Calculation:** The mean of scores for each question (never = 1; always = 5), including all those who answered all three questions.	q2c-e
Key Finding 7. Percentage of staff able to contribute towards improvements at work This is the percentage of people who agreed or strongly agreed with at least two of the following three statements: "There are frequent opportunities for me to show initiative in my role"; "I am able to make suggestions to improve the work of my team / department"; and "I am able to make improvements happen in my area of work". **Calculation:** Those who answered 'agree' or 'strongly agree' to at least two of the three questions, out of all those who responded to all three questions.	q4a-b, q4d
Key Finding 8. Staff satisfaction with the level of responsibility and involvement This score measures the extent to which staff are satisfied with the amount of responsibility they are afforded in their positions, their knowledge of their work responsibilities, opportunities to use their skills, being trusted to do their jobs, and involvement in changes in their workplace, team or department. Possible scores range from 1 to 5, with 1 representing an unsatisfactory level of responsibility/involvement, and 5 representing a satisfactory level of responsibility/involvement. **Calculation:** The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), including all those who answered all five questions.	q3a-b, q4c, q5d-e
Key Finding 9. Effective team working The effective team working score assesses the extent to which staff feel they work in a team where team members have shared objectives, meet often to discuss the team's effectiveness and have to communicate closely with each other to achieve the team's objectives. An effective team is one that is rated highly on these aspects. Possible scores range from 1 to 5, with 1 representing ineffective teamwork, and 5 representing effective teamwork. **Calculation:** The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered all three questions.	q4h-j
Key Finding 14. Staff satisfaction with resourcing and support This scale measures staff satisfaction with their ability to meet conflicting demands on their time, as well as adequacy of supplies and resources, staffing levels and support from colleagues. Possible scores range from 1 to 5, with 1 representing staff dissatisfaction with the available resources and support, and 5 representing high satisfaction with the available resources and support. **Calculation:** The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), out of all those who answered all four questions.	q4e-g, q5c
Key Finding 34. Percentage of staff who are proud to tell others that they are part of the HSC and recognise it as a great place to work This is the percentage of staff who said they are proud to tell others that they are part of the HSC and recognise it as a great place to work **Calculation:** Those who answered any of 'Often' or 'Always' to question 2a and 2b out of all those who answered both questions.	q2a-b

Key Findings	Question number(s)
Managers	
Key Finding 5. Recognition and value of staff by managers and the organisation Recognition and value of staff by managers and the organisation assesses whether staff feel valued by their organisation and immediate manager, and whether they are satisfied with the recognition they receive for good work. Possible scores range from 1 to 5, with 1 representing low recognition and value, and 5 representing high recognition and value. **Calculation:** The mean of scores for each question (very dissatisfied = 1; very satisfied = 5), including all those who answered all three questions.	q5a, q5f, q7g
Key Finding 6. Percentage of staff reporting good communication between senior management and staff This is the percentage of people who agreed or strongly agreed with at least three of the following four statements: "Senior managers here try to involve staff in important decisions"; "Communication between senior management and staff is effective"; "I know who the senior managers are here"; and "Senior managers act on staff feedback". **Calculation:** Those who answered 'agree' or 'strongly agree' to at least two of the three questions, out of all those who responded to all three questions.	q8a-c
Key Finding 10. Support from immediate managers This Key Finding assesses the extent to which staff feel their immediate manager provides them with support, guidance and feedback on their work, takes into account their opinions before making decisions that affect their work, and encourages effective teamwork. Possible scores range from 1 to 5, with 1 representing unsupportive managers, and 5 representing supportive managers. **Calculation:** The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), including all those who answered all six questions.	q5b, q7a-e
Patient care & experience	
Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver This scale measures job satisfaction in the following areas: ability to perform to a standard the staff member is pleased with; the quality of care provided to patients or service users, and; ability to deliver care. Possible scores range from 1 to 5, with 1 representing that staff are dissatisfied with their jobs, and 5 representing that staff are satisfied with their jobs. **Calculation:** The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered all three questions (the 'not applicable' response is not scored and is excluded from calculations).	q3c, q6a, q6c
Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users This is the percentage of staff who feel their role makes a difference to patients or service users. **Calculation:** Those who answered 'agree' or 'strongly agree' to question 6b, out of all those who answered the question (the 'not applicable' response is not scored and is excluded from calculations).	q6b
Key Finding 32. Effective use of patient / service user feedback This is the percentage of staff who agreed or strongly agreed that feedback from patients / service users is used to inform changes, that their organisation acts on patient / service user concerns, and that staff receive regular updates on patient / service user experience feedback. Possible scores range from 1 to 5, with 1 representing an ineffective use of feedback, and 5 representing an effective use of patient/service user feedback. **Calculation:** The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who responded to both questions (the 'don't know' response is not scored and is excluded from calculations).	q22b-c

Key Findings	Question number(s)
Violence, harassment & bullying	
Key Finding 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced physical violence from patients / service users, their relatives or other members of the public. **Calculation:** Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to question 14a (i.e. any of response options 2-5), out of all those who answered question 14a.	q14a
Key Finding 23. Percentage of staff experiencing physical violence from staff in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced physical violence from colleagues or managers. **Calculation:** Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to questions 14b or 14c (i.e. any of response options 2-5), out of all those who answered both questions.	q14b-c
Key Finding 24. Percentage of staff/colleagues reporting most recent experience of physical violence in last 12 months This is the percentage of staff who said that either they or a colleague (or both) reported the most recent experience of physical violence they witnessed in the last 12 months. **Calculation:** Those who answered 'yes, I reported it', 'yes, a colleague reported it', or both of those responses to question 14d, out of all those who reported at least one incident of violence (q14a-q14c) and answered either 'yes' or 'no' to question 14d.	q14d
Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse at work from patients / service users, patients / service users, their relatives or other members of the public. **Calculation:** Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to question 15a (i.e. any of response options 2-5), out of all those who responded to the question.	q15a
Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from colleagues or managers. **Calculation:** Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to questions 15b or 15c (i.e. any of response options 2-5), out of all those who answered both questions.	q15b-c
Key Finding 27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse in last 12 months This is the percentage of staff who said that either they or a colleague (or both) reported the most recent experience of harassment, bullying or abuse they witnessed in the last 12 months. **Calculation:** Those who answered 'yes, I reported it', 'yes, a colleague reported it', or both of those responses to question 15d out of all those who reported at least one incident of harassment, bullying or abuse (q15a-q15c) and answered either 'yes' or 'no' to question 15d.	q15d
Key Finding 35. Percentage of staff who think the HSC takes effective action in cases of physical violence or bullying / harassment from patients / clients / service users or staff This is the percentage of staff who said their organisation takes effective action if staff are physically attacked, bullied, harassed or abused by patients, their relatives, other members of the public, clients, service users or other staff. **Calculation:** Those who answered 'yes' to questions 16a-d out of all those who answered all four questions.	q16a-d

Appendix II

Calculation of Percentage Scores
for Individual Survey Questions

Appendix II: Calculation of Percentage Scores for each Question

Table 2: Survey questions listed by theme & the calculation for each percentage score

Question number	Survey Question	How it was calculated
Contact with patients		
Q1	Do you have face-to-face contact with patients / service users as part of your job?	% of staff selecting 'Yes, frequently' or 'Yes, occasionally'
Staff motivation at work		
Q2a	I am proud when I tell others that I am part of HSC.	% of staff selecting 'Often' or 'Always'
Q2b	I recognise HSC as a great place to work.	% of staff selecting 'Often' or 'Always'
Q2c	I look forward to going to work.	% of staff selecting 'Often' or 'Always'
Q2d	I am enthusiastic about my job.	% of staff selecting 'Often' or 'Always'
Q2e	Time passes quickly when I am working.	% of staff selecting 'Often' or 'Always'
Job design		
Q3a	I am clear about what my work responsibilities are.	% of staff selecting 'Agree' or 'Strongly Agree'
Q3b	I am trusted to do my job within my organisation.	% of staff selecting 'Agree' or 'Strongly Agree'
Q3c	I am able to do my job to a standard I am personally pleased with.	% of staff selecting 'Agree' or 'Strongly Agree'
Opportunities to develop potential at work		
Q4a	There are frequent opportunities for me to show initiative in my role.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4b	I am able to make suggestions to improve the work of my team / department.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4c	I am involved in deciding on changes introduced that affect my work area / team / department.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4d	I am able to make improvements happen in my area of work.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4e	I am able to meet all the conflicting demands on my time at work.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4f	I have adequate materials, supplies and equipment to do my work.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4g	There are enough staff in my work area / team / department for me to do my job properly.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4h	The team I work in has a set of shared objectives.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4i	The team I work in often meets to discuss the team's effectiveness.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4j	Team members have to communicate closely with each other to achieve the team's objectives.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4k	I work as part of a multi-disciplinary team which values the roles and contributions of all colleagues.	% of staff selecting 'Agree' or 'Strongly Agree'
Q4l	I value the work and contribution of other disciplines in my area of work.	% of staff selecting 'Agree' or 'Strongly Agree'
Staff job satisfaction		
Q5a	The recognition or praise I get for good work.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5b	The support I get from my immediate manager.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5c	The support I get from my work colleagues.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5d	The amount of responsibility I am given.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5e	The opportunities I have to use my skills.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5f	The extent to which my organisation values my work.	% of staff selecting 'Satisfied' or 'Very Satisfied'
Q5g	The opportunities for flexible working patterns.	% of staff selecting 'Satisfied' or 'Very Satisfied'

Question number	Survey Question	How it was calculated
Contribution to patient care		
Q6a	I am satisfied with the quality of care I give to patients / service users.	% of staff selecting 'Agree' or 'Strongly Agree'
Q6b	I feel that my role makes a difference to patients / service users.	% of staff selecting 'Agree' or 'Strongly Agree'
Q6c	I am able to deliver the care I aspire to.	% of staff selecting 'Agree' or 'Strongly Agree'
Q6d	I often think about leaving this organisation.	% of staff selecting 'Agree' or 'Strongly Agree'
Q6e_1	I am considering leaving my job for… Career Development	% selecting 'Career Development'
Q6e_2	I am considering leaving my job for… Change of career	% selecting 'Change of career'
Q6e_3	I am considering leaving my job for… Would like more pay	% selecting 'Would like more pay'
Q6e_4	I am considering leaving my job for… Not being valued for my work	% selecting 'Not being valued for my work'
Q6e_5	I am considering leaving my job for… Family / personal reasons	% selecting 'Family or personal reasons'
Q6e_6	I am considering leaving my job for… Health reasons	% selecting 'Health reasons'
Q6e_7	I am considering leaving my job for… End of contract	% selecting 'End of contract'
Q6e_8	I am considering leaving my job for… Retirement	% selecting 'Retirement'
Q6e_9	I am considering leaving my job for… Don't want to work in HSC	% selecting 'Don't want to work in HSC'
Q6e_10	I am considering leaving my job for… Relationship with manager	% selecting 'Relationship with manager'
Q6e_11	I am considering leaving my job for… Other reasons	% selecting 'Other reasons'
Your managers		
Q7a	My line manager… encourages those who work for her / him to work as a team.	% selecting 'Agree' or 'Strongly Agree'
Q7b	My line manager… can be counted on to help me with a difficult task at work.	% selecting 'Agree' or 'Strongly Agree'
Q7c	My line manager… gives me clear feedback on my work.	% selecting 'Agree' or 'Strongly Agree'
Q7d	My line manager… asks for my opinion before making decisions that affect my work.	% selecting 'Agree' or 'Strongly Agree'
Q7e	My line manager… is supportive in a personal crisis.	% selecting 'Agree' or 'Strongly Agree'
Q7f	My line manager… takes a positive interest in my health and well-being.	% selecting 'Agree' or 'Strongly Agree'
Q7g	My line manager… values my work.	% selecting 'Agree' or 'Strongly Agree'
Q7h	My line manager… helps me find a good work life balance.	% selecting 'Agree' or 'Strongly Agree'
Q8a	Communication between senior management and staff is effective.	% selecting 'Agree' or 'Strongly Agree'
Q8b	Senior managers involve staff in a timely manner regarding important decisions.	% selecting 'Agree' or 'Strongly Agree'
Q8c	Senior managers act on staff feedback.	% selecting 'Agree' or 'Strongly Agree'
Health and well-being		
Q9a	Does your organisation take positive action on health and well-being?	% selecting 'Yes'
Q9b	Does your organisation provide advice on… Mental health and well-being?	% selecting 'Yes'
Q9c	Does your organisation provide advice on… Diet and nutrition?	% selecting 'Yes'
Q9d	Does your organisation provide advice on… Drug and alcohol consumption?	% selecting 'Yes'

Question number	Survey Question	How it was calculated
Health and well-being continued…		
Q9e	Does your organisation provide advice on… Exercise?	% selecting 'Yes'
Q9f	Does your organisation provide advice on… Help for staff that want to stop smoking?	% selecting 'Yes'
Q9g	Are you happy with the food / drink / rest facilities provided by your employer?	% selecting 'Yes'
Q9h	In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	% selecting 'Yes'
Q9i	During the last 12 months have you felt unwell as a result of work related stress?	% selecting 'Yes'
Q9j	In the last three months have you ever come to work despite not feeling well enough to perform your duties?	% selecting 'Yes'
Q9k	Have you felt pressure from your manager to come to work?	% selecting 'Yes'
Q9l	Have you felt pressure from colleagues to come to work?	% selecting 'Yes'
Q9m	Have you put yourself under pressure to come to work?	% selecting 'Yes'
Q9n	Do you typically feel worn out at the end of the working day?	% selecting 'Always' or 'Often' or Sometimes'
Q9o	Does your organisation support you in achieving a work-life balance?	% selecting 'Always' or 'Often' or Sometimes'
Working hours		
Q10a	How may hours a week are you contracted to work?	% selecting 'Part-time'
Q10b	On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?	% selecting 'Additional paid hours'
Q10c	On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?	% selecting 'Additional unpaid hours'
Q10d	Working the extra PAID hours that I do is:	% selecting 'Acceptable'
Q10e	Working the extra UNPAID hours that I do is:	% selecting 'Acceptable'
Witnessing and reporting errors, near misses and incidents		
Q11a	In the last month have you seen any errors, near misses, or incidents that could have hurt… Staff?	% selecting 'Yes'
Q11b	In the last month have you seen any errors, near misses, or incidents that could have hurt… Patients / service users?	% selecting 'Yes'
Q11c	The last time you saw an error, near miss or incident that could have hurt staff or patients / service users, did you or a colleague report it?	% of staff saying they, or a colleague, reported it
Fairness and effectiveness of procedures for reporting errors, near misses or incidents		
Q12a	My organisation treats staff who are involved in an error, near miss or incident fairly.	% selecting 'Agree' or 'Strongly Agree'
Q12b	My organisation encourages us to report errors, near misses or incidents.	% selecting 'Agree' or 'Strongly Agree'
Q12c	When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	% selecting 'Agree' or 'Strongly Agree'
Q12d	We are given feedback about changes made in response to reported errors, near misses and incidents.	% selecting 'Agree' or 'Strongly Agree'
Raising concerns at work		
Q13a	If you were concerned about negligence, unsafe clinical or professional practice, would you know how to report it?	% selecting 'Yes'
Q13b	I would feel secure raising concerns about negligence, unsafe clinical or professional practice.	% selecting 'Agree' or 'Strongly Agree'
Q13c	I am confident that my organisation would address my concern.	% selecting 'Agree' or 'Strongly Agree'
Q13d	Do you understand your responsibility to raise concerns?	% selecting 'Yes'

Question number	Survey Question	How it was calculated
Experiencing and reporting physical violence at work		
Q14a	In the last 12 months how many times have you personally experienced physical violence at work from… Patients / service users, their relatives or other members of the public?	% selecting 'One or more violent incidents'
Q14b	In the last 12 months how many times have you personally experienced physical violence at work from… Managers / Team leader?	% selecting 'One or more violent incidents'
Q14c	In the last 12 months how many times have you personally experienced physical violence at work from… Other colleagues?	% selecting 'One or more violent incidents'
Q14d	The last time you experienced physical violence at work, did you or a colleague report it?	% selecting 'They or colleague reported it'
Experiencing and reporting harassment, bullying and abuse at work		
Q15a	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from… Patients / service users, their relatives or other members of the public?	% selecting 'One or more abuse incidents'
Q15b	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from… Managers / Team leader?	% selecting 'One or more abuse incidents'
Q15c	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from… Other colleagues?	% selecting 'One or more abuse incidents'
Q15d	The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	% selecting 'They or colleague reported it'
Effective action by your organisation		
Q16a	Does your organisation take effective action if staff are...physically attacked by patients / clients / service users, their relatives or other members of the public?	% selecting 'Yes'
Q16b	Does your organisation take effective action if staff are...physically attacked by other members of staff?	% selecting 'Yes'
Q16c	Does your organisation take effective action if staff are...bullied, harassed or abused by patients / clients / service users, their relatives or other members of the public?	% selecting 'Yes'
Q16d	Does your organisation take effective action if staff are...bullied, harassed or abused by other members of staff?	% selecting 'Yes'
Discrimmination		
Q17a	In the last 12 months have you personally experienced discrimination at work from any of the following… Patients / service users, their relatives or other members of the public?	% selecting 'Yes'
Q17b	In the last 12 months have you personally experienced discrimination at work from any of the following… Manager / team leader or other colleagues?	% of staff saying they have experienced discrimination on this basis
Q17c_1	Discrimination grounds - Ethnic background	% of staff saying they have experienced discrimination on this basis
Q17c_2	Discrimination grounds - Gender	% of staff saying they have experienced discrimination on this basis
Q17c_3	Discrimination grounds - Religion	% of staff saying they have experienced discrimination on this basis
Q17c_4	Discrimination grounds - Sexual orientation	% of staff saying they have experienced discrimination on this basis
Q17c_5	Discrimination grounds - Disability	% of staff saying they have experienced discrimination on this basis
Q17c_6	Discrimination grounds - Age	% of staff saying they have experienced discrimination on this basis
Q17c_7	Discrimination grounds - Other	% of staff saying they have experienced discrimination on this basis
Q17d	Did you report the discrimination?	% selecting 'Yes'
Q17e	Does your organisation take effective action if discrimination is reported?	% selecting 'Yes'

Question number	Survey Question	How it was calculated
Job-relevant training, learning and development		
Q18a	Have you had any training, learning or development in the last 12 months?	% selecting 'Yes'
Q18b	My training, learning or development has helped me to do my job more effectively.	% selecting 'Agree or Strongly Agree'
Q18c	My training, learning or development has helped me to stay up-to-date with professional requirements.	% selecting 'Agree or Strongly Agree'
Q18d	My training, learning or development has helped me to deliver a better patient / service user experience.	% selecting 'Agree or Strongly Agree'
Q19	Have you had mandatory training in the last 12 months?	% selecting 'Yes'
Appraisals		
Q20a	In the last 12 months, have you had an appraisal, annual review, development review, or KSF development review?	% selecting 'Yes'
Q20b	My appraisal / review helped me to improve how I do my job.	% selecting 'Yes'
Q20c	My appraisal / review helped me agree clear objectives for my work.	% selecting 'Yes'
Q20d	My appraisal / review left me feeling that my work is valued by my organisation.	% selecting 'Yes'
Q20e	The values of my organisation were discussed as part of the appraisal process.	% selecting 'Yes'
Q20f	My training, learning or development needs were discussed and agreed.	% selecting 'Yes'
Q20g	My training, learning and development needs were met.	% selecting 'Yes'
Your organisation		
Q21a	Care of patients / service users is my organisation's top priority.	% selecting 'Agree' or 'Strongly Agree'
Q21b	I would recommend my organisation as a place to work.	% selecting 'Agree' or 'Strongly Agree'
Q21c	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	% selecting 'Agree' or 'Strongly Agree'
Q21d_1	I prefer to receive information about my organisation via… Daily update on organisation intranet	% selecting 'Intranet'
Q21d_2	I prefer to receive information about my organisation via… the Internet	% selecting 'Internet'
Q21d_3	I prefer to receive information about my organisation via… Senior management briefings	% selecting 'Senior management briefings'
Q21d_4	I prefer to receive information about my organisation via… Organisation newsletter	% selecting 'Organisational newsletter'
Q21d_5	I prefer to receive information about my organisation via… Line managers	% selecting 'Line managers'
Q21d_6	I prefer to receive information about my organisation via… Team meetings	% selecting 'Team meetings'
Q21d_7	I prefer to receive information about my organisation via… Chief Executive briefings	% selecting 'CEO briefings'
Q21d_8	I prefer to receive information about my organisation via… Staff notice boards	% selecting 'Staff notice boards'
Q22a	Is patient / service user experience feedback collected within your directorate / department?	% selecting 'Yes'
Q22b	I receive regular updates on patient / service user experience feedback in my directorate / department.	% selecting 'Agree' or 'Strongly Agree'
Q22c	Feedback from patients / service users is used to make informed decisions within my service area.	% selecting 'Agree' or 'Strongly Agree'

Question number	Survey Question	How it was calculated
Background details		
Q23a_1	Gender - Male	% selecting 'Male'
Q23a_2	Gender - Female	% selecting 'Female'
Q23b_1	Age - 16-30	% selecting 'Aged 16-30'
Q23b_2	Age - 31-40	% selecting 'Aged 31-40'
Q23b_3	Age - 41-50	% selecting 'Aged 41-50'
Q23b_4	Age - 51-65	% selecting 'Aged 51-65'
Q23b_5	Age - 66+	% selecting 'Aged 66+'
Q23c_1	Community background religion - Protestant	% selecting 'Protestant'
Q23c_2	Community background religion - Catholic	% selecting 'Catholic'
Q23c_3	Community background religion - Neither Protestant nor Catholic	% selecting 'Neither Protestant nor Catholic'
Q23d_1	Religious Belief - Christian	% selecting 'Religious Belief - Christian'
Q23d_2	Religious Belief - None	% selecting 'Religious Belief - None'
Q23d_3	Religious Belief - Other religion	% selecting 'Religious Belief - Other religion'
Q23e_1	Nationality - British	% selecting 'Nationality - British'
Q23e_2	Nationality - Irish	% selecting 'Nationality - Irish'
Q23e_3	Nationality - Northern Irish	% selecting 'Nationality - Northern Irish'
Q23e_4	Nationality - Other nationality	% selecting 'Nationality - Other nationality'
Q23f_1	Do you have caring responsibilities for... a child (or children)?	% selecting 'Caring responsibilities for a child (or children)'
Q23f_2	Do you have caring responsibilities for... a dependant older person?	% selecting 'Caring responsibilities for a dependant older person'
Q23f_3	Do you have caring responsibilities for... a person(s) with a disability?	% selecting 'Caring responsibilities for a person(s) with a disability'
Q23g	Do you have a long-standing illness, health problem or disability?	% selecting 'Yes'
Q23h	If you have a disability, has your employer made adequate adjustment(s) to enable you to carry out your work?	% selecting 'Yes (where required)'
Q23i_1	Sexual orientation is towards...?	% selecting 'Opposite sex'
Q23i_2	Sexual orientation is towards...?	% selecting 'Same sex'
Q23i_3	Sexual orientation is towards...?	% selecting 'Same and opposite sex'
Q23j_1	Marital status	% selecting 'Marital status - Single'
Q23j_2	Marital status	% selecting 'Marital Status - Married or Civil'
Q23j_3	Marital status	% selecting 'Marital Status - Other'

Appendix III

2019 HSC Staff Survey - Questionnaire

YOUR JOB

1. Do you have face-to-face contact with patients / service users as part of your job?

☐ Yes, frequently   ☐ Yes, occasionally   ☐ No

2. For each of the statements below, <u>how often</u> do you feel this way about your job?

	Never	Rarely	Sometimes	Often	Always
a. I am proud when I tell others that I am part of HSC.	☐	☐	☐	☐	☐
b. I recognise HSC as a great place to work.	☐	☐	☐	☐	☐
c. I look forward to going to work.	☐	☐	☐	☐	☐
d. I am enthusiastic about my job.	☐	☐	☐	☐	☐
e. Time passes quickly when I am working.	☐	☐	☐	☐	☐

3. To what extent do you <u>agree or disagree</u> with the following statements about your job?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. I am clear about what my work responsibilities are.	☐	☐	☐	☐	☐
b. I am trusted to do my job within my organisation.	☐	☐	☐	☐	☐
c. I am able to do my job to a standard I am personally pleased with.	☐	☐	☐	☐	☐

4. To what extent do you <u>agree or disagree</u> with the following statements about your work?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. There are frequent opportunities for me to show initiative in my role.	☐	☐	☐	☐	☐
b. I am able to make suggestions to improve the work of my team / department.	☐	☐	☐	☐	☐
c. I am involved in deciding on changes introduced that affect my work area / team / department.	☐	☐	☐	☐	☐
d. I am able to make improvements happen in my area of work.	☐	☐	☐	☐	☐
e. I am able to meet all the conflicting demands on my time at work.	☐	☐	☐	☐	☐
f. I have adequate materials, supplies and equipment to do my work.	☐	☐	☐	☐	☐
g. There are enough staff in my work area / team / department for me to do my job properly.	☐	☐	☐	☐	☐
h. The team I work in has a set of shared objectives.	☐	☐	☐	☐	☐
i. The team I work in often meets to discuss the team's effectiveness	☐	☐	☐	☐	☐

4. To what extent do you <u>agree or disagree</u> with the following statements about your work?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
j.	Team members have to communicate closely with each other to achieve the team's objectives.	☐	☐	☐	☐	☐
k.	I work as part of a multi-disciplinary team which values the roles and contributions of all colleagues.	☐	☐	☐	☐	☐
l.	I value the work and contribution of other disciplines in my area of work.	☐	☐	☐	☐	☐

5. <u>How satisfied</u> are you with each of the following aspects of your job?

		Very dissatisfied	Dissatisfied	Neither satis. nor dissatisfied	Satisfied	Very satisfied
a.	The recognition or praise I get for good work.	☐	☐	☐	☐	☐
b.	The support I get from my immediate manager.	☐	☐	☐	☐	☐
c.	The support I get from my work colleagues.	☐	☐	☐	☐	☐
d.	The amount of responsibility I am given.	☐	☐	☐	☐	☐
e.	The opportunities I have to use my skills.	☐	☐	☐	☐	☐
f.	The extent to which my organisation values my work.	☐	☐	☐	☐	☐
g.	The opportunities for flexible working patterns.	☐	☐	☐	☐	☐

6. Do the following statements apply to you and your job?

		Not applicable to me	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a.	I am satisfied with the quality of care I give to patients / service users.	☐	☐	☐	☐	☐	☐
b.	I feel that my role makes a difference to patients / service users.	☐	☐	☐	☐	☐	☐
c.	I am able to deliver the care I aspire to.	☐	☐	☐	☐	☐	☐
d.	I often think about leaving this organisation.	☐	☐	☐	☐	☐	☐

e. *If you are considering leaving your job, please indicate why (tick all that apply)*

☐ Career Development   ☐ Family / personal reasons   ☐ Don't want to work in HSC

☐ Change of career   ☐ Health reasons   ☐ Relationship with manager

☐ Would like more pay   ☐ End of contract   ☐ Other

☐ Not being valued for my work   ☐ Retirement

If 'Other', please specify... _____

YOUR MANAGERS

7. To what extent do you agree or disagree with the following statements about your <u>immediate manager</u>?
My immediate manager (who may be referred to as your '<u>line manager</u>')...

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a.	...encourages those who work for her / him to work as a team.	☐	☐	☐	☐	☐
b.	...can be counted on to help me with a difficult task at work.	☐	☐	☐	☐	☐
c.	...gives me clear feedback on my work.	☐	☐	☐	☐	☐
d.	...asks for my opinion before making decisions that affect my work.	☐	☐	☐	☐	☐
e.	...is supportive in a personal crisis.	☐	☐	☐	☐	☐
f.	...takes a positive interest in my health and well-being.	☐	☐	☐	☐	☐
g.	...values my work.	☐	☐	☐	☐	☐
h.	...helps me find a good work life balance.	☐	☐	☐	☐	☐

8. To what extent do you agree or disagree with the following statements about <u>senior managers</u> where you work?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a.	Communication between senior management and staff is effective.	☐	☐	☐	☐	☐
b.	Senior managers involve staff in a timely manner regarding important decisions.	☐	☐	☐	☐	☐
c.	Senior managers act on staff feedback.	☐	☐	☐	☐	☐

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK

9. Does your organisation <u>take positive action</u> on health and well-being?

a. ☐ Yes, definitely   ☐ Yes, to some extent   ☐ No

Does your organisation <u>provide advice</u> for staff on any of the following:

		Yes, definitely	Yes, to some extent	No
b.	Mental health and well-being	☐	☐	☐
c.	Diet and nutrition	☐	☐	☐
d.	Drug and alcohol consumption	☐	☐	☐
e.	Exercise	☐	☐	☐
f.	Help for staff that want to stop smoking	☐	☐	☐

9. Please indicate your response to the following questions...

		Yes	No
g.	Are you happy with the food / drink / rest facilities provided by your employer?	☐	☐
h.	In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	☐	☐
i.	During the last 12 months have you felt unwell as a result of work related stress?	☐	☐
j.	In the last three months have you ever come to work despite not feeling well enough to perform your duties?	☐	☐
k.	*If Yes to j:* Have you felt pressure from **your manager** to come to work?	☐	☐
l.	*If Yes to j:* Have you felt pressure from **colleagues** to come to work?	☐	☐
m.	*If Yes to j:* have you put **yourself** under pressure to come to work?	☐	☐

For each statement below, <u>how often</u> do you feel this way about your job?

		Always	Often	Sometimes	Seldom	Never / Almost Never
n.	Do you typically feel worn out at the end of the working day?	☐	☐	☐	☐	☐
o.	Does your organisation support you in achieving a work-life balance?	☐	☐	☐	☐	☐

10. How many <u>hours a week</u> are you contracted to work?

a. ☐ Up to 29 hours ☐ 30 or more hours

Additional hours worked...

		0 hours	Up to 5 hours	6-10 hours	11 or more hours
b.	On average, how many *additional* **PAID** hours do you work per week for this organisation, over and above your contracted hours? *Please include paid overtime, bank shifts, and additional paid hours on-call.*	☐	☐	☐	☐
c.	On average, how many *additional* **UNPAID** hours do you work per week for this organisation, over and above your contracted hours? *Please include unpaid overtime and additional unpaid hours on-call.*	☐	☐	☐	☐

If you do work additional <u>PAID</u> hours, please answer part 10d below:

Working the extra <u>PAID</u> hours that I do is:

d. ☐ Acceptable to me. ☐ Unacceptable but I feel I have no choice. ☐ An area that should be more strictly controlled.

If you do work additional <u>UNPAID</u> hours, please answer part 10e below:

Working the extra <u>UNPAID</u> hours that I do is:

e. ☐ Acceptable to me. ☐ Unacceptable but I feel I have no choice. ☐ An area that should be more strictly controlled.

11. **In the last month have you seen any errors, near misses, or incidents that could have hurt...**

		Yes	No
a.	Staff	☐	☐
b.	Patients / service users	☐	☐

If YES to either 11a or 11b above, please answer part 11c below; if NO, go to Question 12

The **last** time you saw an error, near miss or incident that could have hurt **staff** or **patients / service users**, did you or a colleague report it?

c. ☐ Yes, I reported it ☐ Yes, a colleague reported it ☐ No ☐ Don't know

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12. **To what extent do you <u>agree or disagree</u> with the following?**

		Don't know	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a.	My organisation treats staff who are involved in an error, near miss or incident fairly.	☐	☐	☐	☐	☐	☐
b.	My organisation encourages us to report errors, near misses or incidents.	☐	☐	☐	☐	☐	☐
c.	When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	☐	☐	☐	☐	☐	☐
d.	We are given feedback about changes made in response to reported errors, near misses and incidents.	☐	☐	☐	☐	☐	☐

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13. **Raising concerns about negligence, unsafe clinical or professional practice.**

		Yes	No
a.	If you were concerned about negligence, unsafe clinical or professional practice, would you know how to report it?	☐	☐

To what extent do you <u>agree or disagree</u> with the following statements about unsafe clinical practice?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
b.	I would feel secure raising concerns about negligence, unsafe clinical or professional practice.	☐	☐	☐	☐	☐
c.	I am confident that my organisation would address my concern.	☐	☐	☐	☐	☐

Do you understand your responsibility to raise concerns?

d. ☐ Yes ☐ No

14. In the last 12 months how many times have you personally experienced physical violence at work from...?

	Never	1-2	3-5	6-10	More than 10
a. Patients / service users, their relatives or other members of the public	☐	☐	☐	☐	☐
b. Managers / Team leader	☐	☐	☐	☐	☐
c. Other colleagues	☐	☐	☐	☐	☐

The last time you experienced physical violence at work, did you or a colleague report it?

d. ☐ Yes, I reported it   ☐ No   ☐ Not applicable

☐ Yes, a colleague reported it   ☐ Don't know

---

15. In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...?

	Never	1-2	3-5	6-10	More than 10
a. Patients / service users, their relatives or other members of the public	☐	☐	☐	☐	☐
b. Managers / Team leader	☐	☐	☐	☐	☐
c. Other colleagues	☐	☐	☐	☐	☐

The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?

d. ☐ Yes, I reported it   ☐ No   ☐ Not applicable

☐ Yes, a colleague reported it   ☐ Don't know

---

16. Does your organisation take effective action if staff are...

	Yes	No	Don't know
a. physically attacked by patients / clients / service users, their relatives or other members of the public	☐	☐	☐
b. physically attacked by other members of staff	☐	☐	☐
c. bullied, harassed or abused by patients / clients / service users, their relatives or other members of the public	☐	☐	☐
d. bullied, harassed or abused by other members of staff	☐	☐	☐

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17. In the last 12 months have you personally experienced discrimination at work from any of the following?

	Yes	No
a. Patients / service users, their relatives or other members of the public	☐	☐
b. Manager / team leader or other colleagues	☐	☐

If Yes to either a or b above, please answer part c below and parts d to e on next page; if NO, go to Question 18

c. **On what grounds have you experienced discrimination?** *(Tick all that apply)*

☐ Ethnic background   ☐ Religion   ☐ Disability   ☐ Other

☐ Gender   ☐ Sexual orientation   ☐ Age

If 'Other', please specify... [   ]

17. Did you report the discrimination?

d. ☐ Yes, ☐ No

Does your organisation take effective action if discrimination is reported?

e. ☐ Yes ☐ No ☐ Don't know

YOUR PERSONAL DEVELOPMENT

18. Have you had any training, learning or development in the last 12 months? *(Please do not include mandatory training)*

a. ☐ Yes ☐ No

To what extent do you <u>agree or disagree</u> with the following statements? My training, learning or development has helped me to...

	Not applicable to me	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
b. ...do my job more effectively.	☐	☐	☐	☐	☐	☐
c. ...stay up-to-date with professional requirements.	☐	☐	☐	☐	☐	☐
d. ...deliver a better patient / service user experience.	☐	☐	☐	☐	☐	☐

19. Have you had any mandatory training in the last 12 months?

a. ☐ Yes ☐ No

20. In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?

a. ☐ Yes ☐ No

	Yes, definitely	Yes, to some extent	No
b. It helped me to improve how I do my job.	☐	☐	☐
c. It helped me agree clear objectives for my work.	☐	☐	☐
d. It left me feeling that my work is valued by my organisation.	☐	☐	☐
e. The values of my organisation were discussed as part of the appraisal process.	☐	☐	☐
f. My training, learning or development needs were discussed and agreed.	☐	☐	☐
g. My training, learning and development needs were met.	☐	☐	☐

YOUR ORGANISATION

21. **To what extent do these statements reflect your view of your organisation as a whole?**

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a.	Care of patients / service users is my organisation's top priority.	☐	☐	☐	☐	☐
b.	I would recommend my organisation as a place to work.	☐	☐	☐	☐	☐
c.	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	☐	☐	☐	☐	☐

21. **What way do you prefer to receive information about your organisation?** *(Please tick all that apply)*

d. ☐ Daily update on organisation intranet   ☐ Senior management briefings   ☐ Team meetings

☐ Internet   ☐ Organisation newsletter   ☐ Chief Executive briefings

☐ Line managers   ☐ Staff notice boards

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22. **Patient / service user experience measures**

		Yes	No	Don't know	Not applicable to me
a.	Is patient / service user experience feedback collected within your directorate / department?	☐	☐	☐	☐

If YES, please answer parts 22b to 22c below; if NO, go to Question 23

To what extent do you <u>agree or disagree</u> with the following statements about feedback from patients / service users?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
b.	I receive regular updates on patient / service user experience feedback in my directorate / department (e.g. via line managers or communications teams).	☐	☐	☐	☐	☐	☐
c.	Feedback from patients / service users is used to make informed decisions within my service area.	☐	☐	☐	☐	☐	☐

ABOUT YOU

To help us analyse the survey and understand how different groups of employees feel about various subjects, we would like to ask you a few questions about yourself.

If you do not feel comfortable answering any of these questions, please leave the answer blank and move on to the next question.

Please turn over the page to answer the '*About You*' section (Question 23)....

ABOUT YOU

23. Gender

a. ☐ Male ☐ Female ☐ Prefer to self-describe ☐ Prefer not to say

Please specify how you self-describe...

Age

b. ☐ 16-20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-65 ☐ 66+

Religion

c. ☐ I am a member of the Protestant community ☐ I am a member of the Roman Catholic community ☐ I am a member of **neither** the Protestant nor the Roman Catholic community

Religious Belief

d. ☐ Buddhist ☐ Hindu ☐ Muslim ☐ None

☐ Christian ☐ Jewish ☐ Sikh ☐ Other

Nationality

e. ☐ British ☐ Scottish ☐ Polish ☐ Pakistani

☐ English ☐ Welsh ☐ Portuguese ☐ Other Non-European

☐ Irish ☐ Latvian ☐ Filipino ☐ Other European

☐ Northern Irish ☐ Lithuanian ☐ Indian

Dependant status
Do you have caring responsibilties for...? *(Tick all that apply)*

f. ☐ A child (or children) ☐ A dependant older person ☐ A person(s) with a disability ☐ None of these

Disability status
Do you have a long-standing illness, health problem or disability? *(By long-standing, we mean that it has lasted, or will last, for at least 12 months)*

g. ☐ Yes ☐ No

If YES to 23g above, please answer part 23h below:

Has your employer made adequate adjustment(s) to enable you to carry out your work?

h. ☐ Yes ☐ No ☐ No adjustment required

Sexual Orientation
My sexual orientation is towards someone:

i. ☐ Of the opposite sex ☐ Of the same sex and opposite sex

☐ Of the same sex ☐ I do not wish to answer

j. Marital Status

☐ Single ☐ Married / Civil partnership ☐ Other

Thank you for completing the HSC Staff Survey.
Please return your completed questionnaire to NISRA in the reply paid envelope provided.