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# Employee Survey September 2016 Corporate Findings

October 2016 reporting

# Method

- Online / paper survey sent to all 754 employees of SNH
- Fieldwork conducted from 12<sup>th</sup> to 30<sup>th</sup> September, 2016
- This is the only wave conducted for 2016, following main wave for 2014
- Findings shown in this document are the **overall Corporate results**
  - A total of 590 interviews received gives 78% response rate, which is higher than 2014 (75.8%)
- Further documents show directorate figures separate
- Due to changes in questionnaire design we are not able to compare all of this years findings to previous waves of research
- Margins of error for this wave (base 590) are:  $\pm 0.37\%$  to  $\pm 1.88\%$

# Sample: By Directorate

	Headcount per Directorate	Directorate staff as a % of workforce	Number returned surveys	% of Directorate staff	% of all responses 2016	% of all responses 2014
Chief Execs group or Corporate Services	123	16%	130	100%	22%	28%
Operations	399	53%	286	72%	48%	47%
Policy and Advice	232	31%	174	75%	29%	25%
<b>Total sample</b>	<b>754</b>	<b>100%</b>	<b>590</b>	<b>78%</b>	<b>100%</b>	<b>100%</b>

78% response rate overall

This provides a robust measure of staff views for all departments

Response rates across all directorates are in line with 2014.

We suspect that all those in the Chief Executive Group and Corporate Services completed the survey and a number of other employees also selected this Directorate to ensure anonymity.

# Sample: Job Grade

Job Grade	Abs	%
A	36	6%
B	63	11%
C	110	19%
D	227	38%
E	83	14%
F	27	5%
Other	18	3%
Total base:	590	100%

Results similar to those seen in September 2014

# Sample: Demographics

Position Status	Abs	%
Permanent	527	89%
Fixed term	37	6%
Prefer not to say	26	4%

Working hours	Abs	%
Full time	406	69%
Part time	150	25%
Prefer not to say	34	6%

Length of service	Abs	%
Less than 1 year	17	3%
1-5 years	85	14%
6-10 years	150	25%
11+ years	310	53%
Prefer not to say	28	5%

Age	Abs	%
16 - 24	9	2%
25 - 34	49	8%
35 - 44	150	25%
45 - 54	180	31%
55 - 64	73	12%
65 and over	7	1%
Prefer not to say	122	21%

Demographic profile is very similar to that seen in September 2014

# Sample: Demographics

Sexual Orientation	Abs	%
Heterosexual	450	76%
Bisexual	7	1%
Gay man/woman	5	1%
Prefer not to say	128	22%

Transsexual	Abs	%
Yes	*	*%
No	487	83%
Prefer not to say	102	17%

Disability	Abs	%
Yes	23	4%
No	483	82%
Prefer not to say	84	14%

Gender	Abs	%
Male	192	33%
Female	288	49%
Prefer not to say	110	19%

Type of Disability Base = All with a disability (23)	Abs	%
Deafness or partial hearing loss	*	*%
Blindness or partial sight loss	*	*%
Learning disability	*	*%
Physical disability	7	30%
Mental health condition	*	*%
Long-term illness, disease or condition	10	43%
Prefer not to say	*	*%

Caring Responsibilities	Abs	%
Dependant child (under 16) (includes parental responsibility)	170	29%
Dependant disabled child	9	2%
Dependant adult who has long-term physical or mental illness, or problems relating to old age	38	6%
No caring responsibilities	271	46%
Prefer not to say	113	19%




# Sample: Demographics

Religion and Belief	Abs	%
No religion	242	41%
Christian	160	27%
Buddhist	*	*%
Hindu	*	*%
Jewish	*	*%
Muslim	-	-
Sikh	-	-
Atheist	50	8%
Other	15	3%
Prefer not to say	120	20%

Ethnic Group	Abs	%
British/English/Welsh/Scottish/Northern Irish	487	83%
Other white background	19	3%
Irish	*	*%
Indian	*	*%
White and Black African	*	*%
Other mixed/multiple ethnic groups	*	*%
Other ethnic group	*	*%
Prefer not to say	75	13%

Religious and ethnic profile is very similar to that seen in September 2014

# Notes for Interpretation

- Significant differences are reported at the 95% confidence level and are denoted by:
  - Significant increase: 
  - Significant decrease: 
- A statistically significant difference is dependent on both the:
  - Sample size of the sub-group in question
  - Percentage of that sample giving a particular answer
- Base sizes of less than 100 are indicative only, therefore results should be interpreted with caution
  - For bases of less than 50, a caution symbol will appear: 
  - Data for base sizes of less than 50 is shown in absolute values only



# Headlines for this wave



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# Topline results

There were significantly fewer respondents in 2016 who claimed they would recommend SNH as a good place to work. There is now a downwards trend in employees' likelihood to do this.

- This year there were 2 significant decrease in scores, and one significant increase.
- Other areas have remained fairly consistent with 2014, however there are areas that continue to yield low agreement scores. These include: Change; Leadership; Engagement/Morale; Decision making and Risk. For the purpose of analysis, anything below 50% has been considered low.

# Consistent Low Levels of Agreement

## Performance management

- *“I am able to access the right learning and development opportunities when I need to” (43% strongly agree/agree)*

## Engagement Morale

- *“SNH is likely to act on the findings of this survey” (36% strongly agree/agree)*
- *“SNH inspires me to be the best in my job” (40% strongly agree/agree)*
- *“I feel involved in the decisions that affect my work (43% strongly agree/agree)*

## Leadership

- *“I believe the actions of Management Team are consistent with SNH’s values” (41% strongly agree/agree)*
- *“I have confidence in the leadership provided by the SNH Management Team” (39% strongly agree/agree)*
- *“Management Team are sufficiently accessible” (35% strongly agree/agree)*

## Decision making

- *“Our culture reinforces prompt, effective decisions and action throughout the organisation” (16% strongly agree/agree)*
- *“Our managers at all levels demonstrate effective decision making” (16% strongly agree/agree)*

# Consistent Low Levels of Agreement

## Change

- *“I generally support the changes SNH decide on” (45% strongly agree /agree)*
- *“I am informed in good time about changes that affect me” (46% strongly agree / agree)*
- *“The process of change in SNH causes me worry and concern” (40% strongly agree/agree)*
- *“Change is managed effectively in SNH” (26% strongly agree/agree)*

## Risk

- *“SNH puts in place proportionate risk controls” (37% strongly agree/agree)*
- *“SNH allows me to take reasonable risks in order to get my job done” (30% strongly agree/agree)*

# Significant Changes 2016 vs. 2014

## **Working for SNH**

- There is a significant decrease in:
  - *“I would recommend SNH as a good place to work”*

## **Communication in SNH**

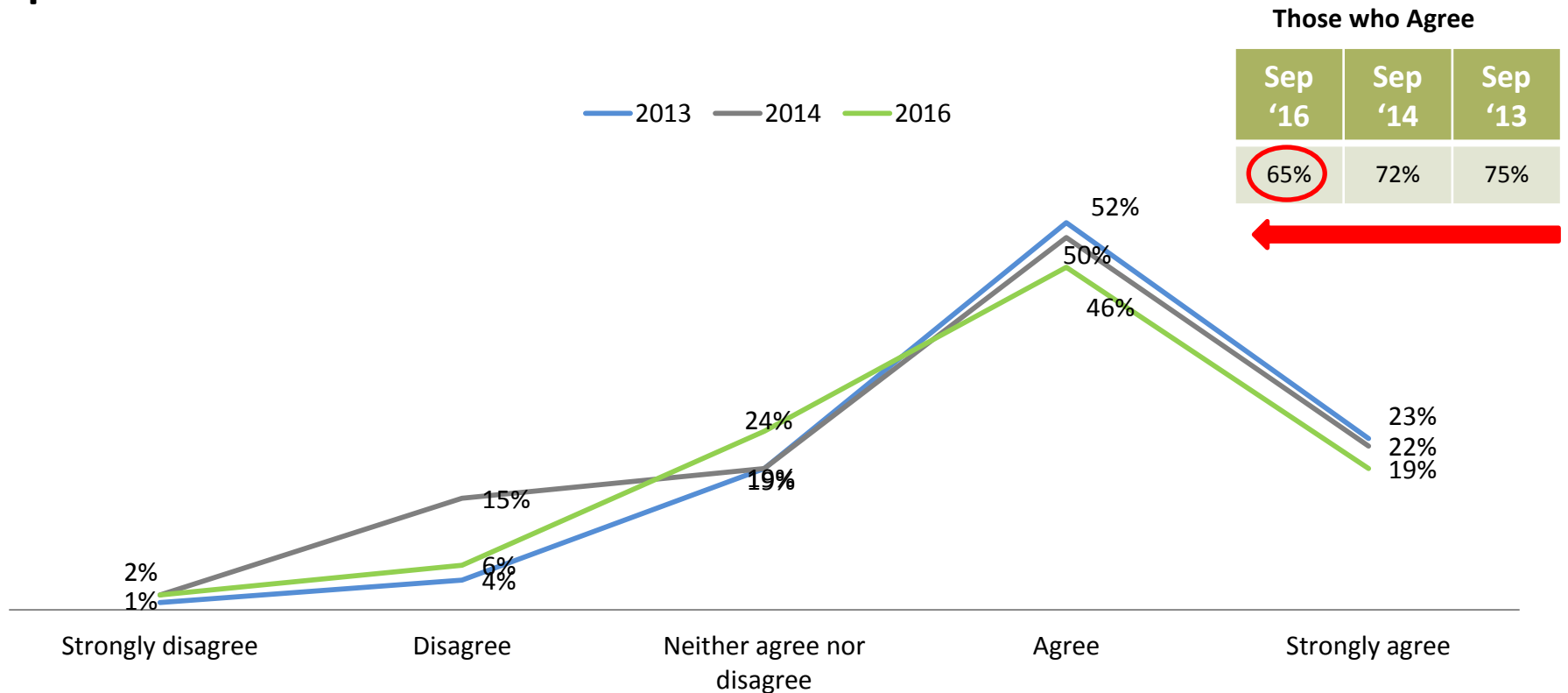
- There is a significant increase in:
  - *“I feel well informed about what goes on at SNH”*

## **Work life balance**

- There is a significant decrease in:
  - *I believe SNH takes the well being of staff seriously*

# Trends over time

→ I would recommend SNH as a good place to work



There is a downwards trend in respondents' likelihood to recommend SNH as a good place to work.

Please note that 'Prefer not to say' response has not been displayed

# Main Findings



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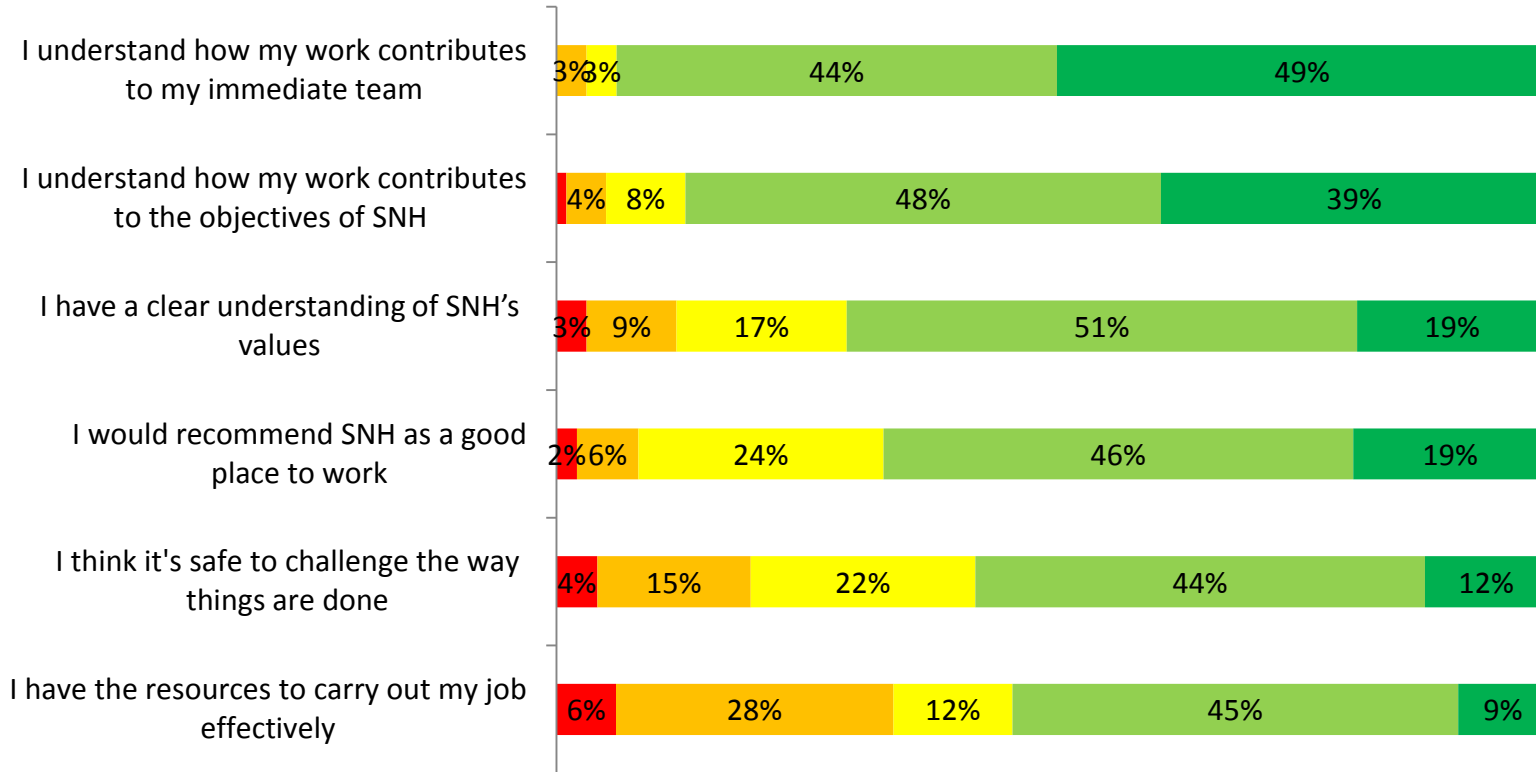
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# Working for SNH

Strongly agree / Agree

■ Strongly disagree  
 ■ Disagree  
 ■ Neither agree nor disagree  
 ■ Agree  
 ■ Strongly agree

	Sept '16	Sept '14	Sept '13
I understand how my work contributes to my immediate team	93%	93%	95%
I understand how my work contributes to the objectives of SNH	87%	90%	90%
I have a clear understanding of SNH's values	70%	67%	76%
I would recommend SNH as a good place to work	65%	72%	75%
I think it's safe to challenge the way things are done	56%	55%	60%
I have the resources to carry out my job effectively	54%	58%	62%



Significantly fewer respondents in 2016 claimed they would *recommend SNH as a good place to work*

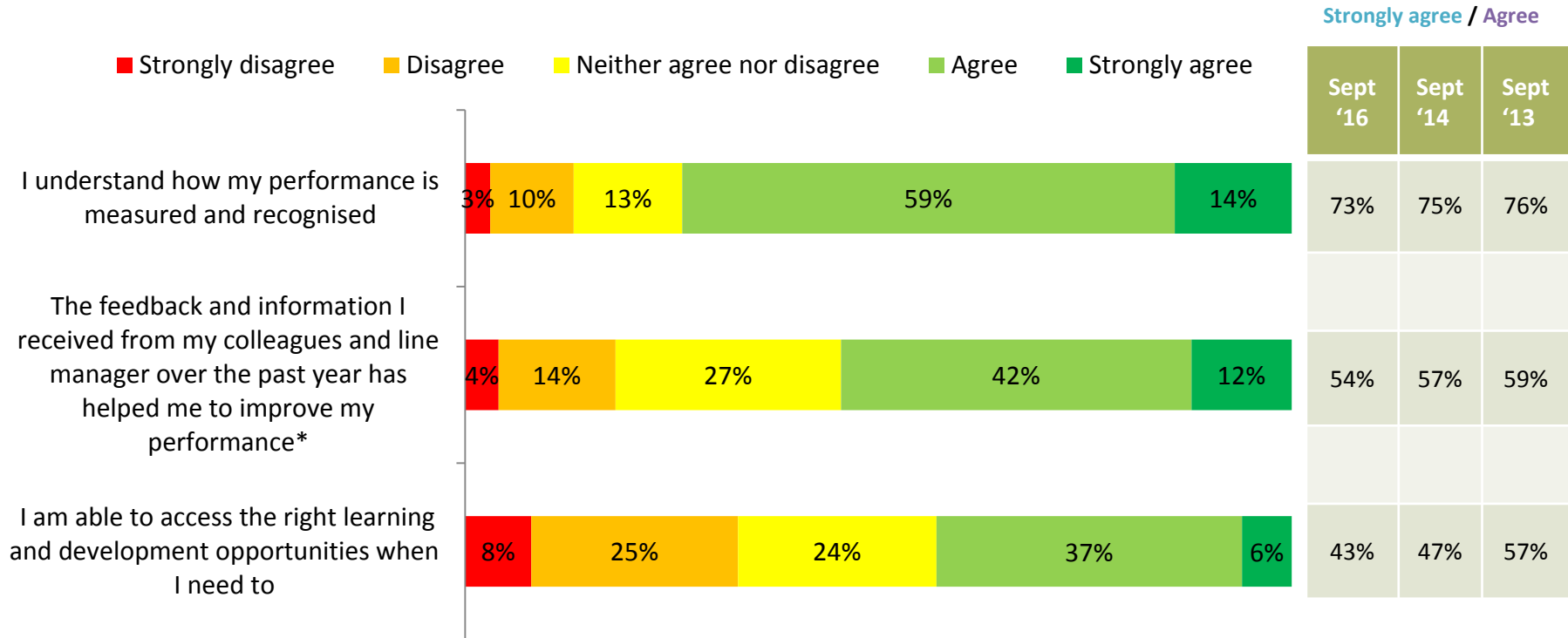
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Base Total Sample: Sept 16 590, Sept 14: 606, Sept 13: 617



# Performance Management

## Employee Performance



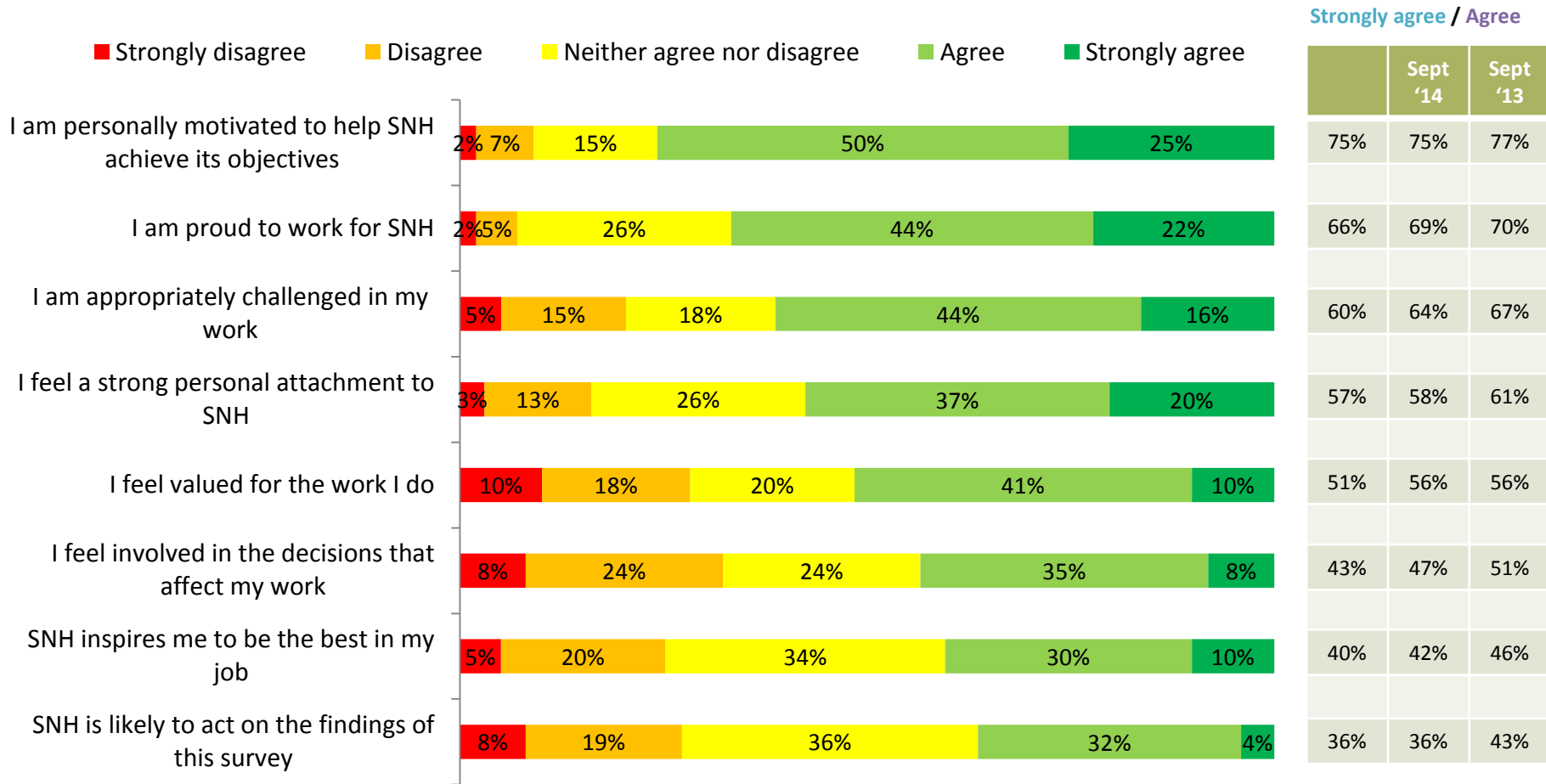
Responses for *Performance Management* were fairly similar to those given in 2014 but all show a gradual trend downwards from 2013.

\*2014 wording differs slightly from previous years ('The feedback and information I received over the past year has helped me to improve my performance')

Please note that 'Prefer not to say' response has not been displayed

Base Total Sample: Sept 16:590, Sept 14: 606, Sept 13: 617

# Engagement / Morale



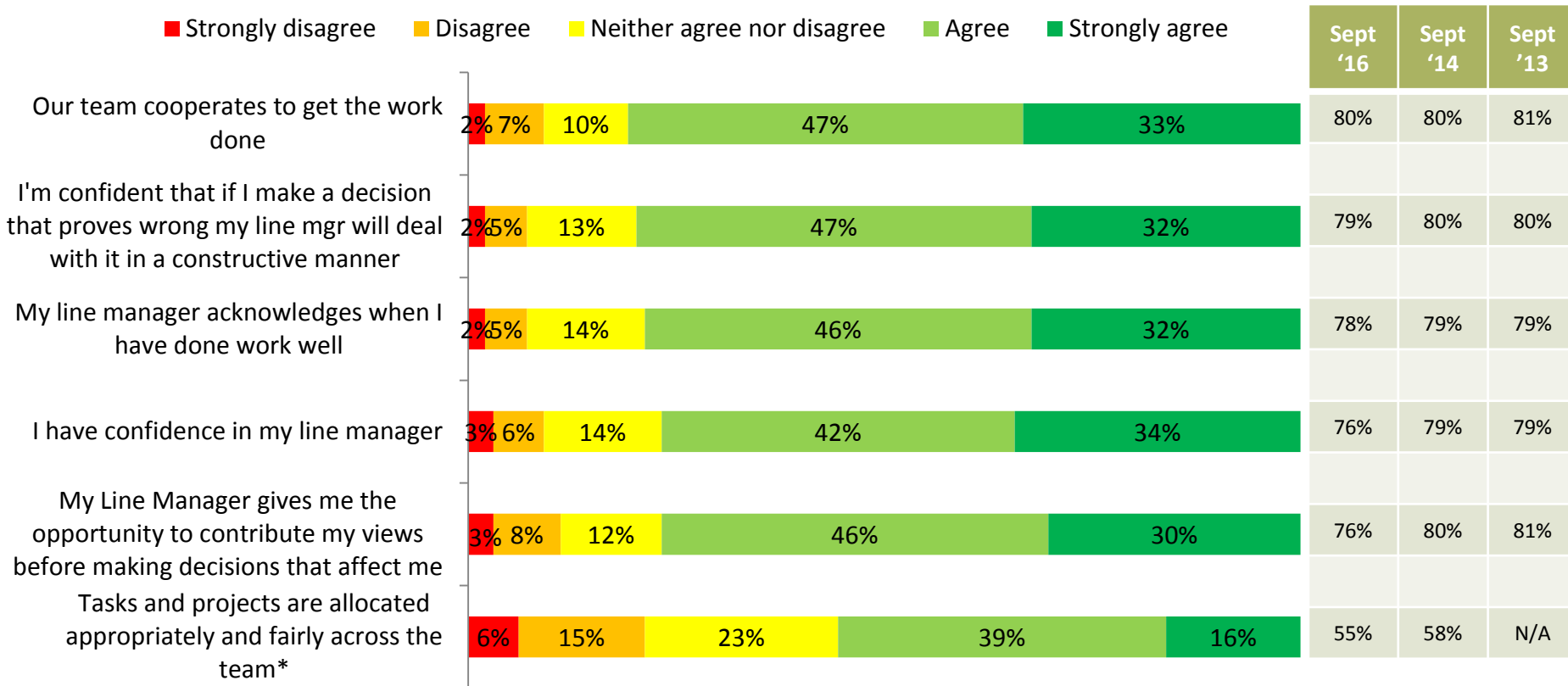
While there were no significant changes this year, levels of agreement for the majority of statements show a gradual downward trend over the last three waves of research.

Please note that 'Prefer not to say' response has not been displayed

# Line Manager

■ Strongly disagree  
 ■ Disagree  
 ■ Neither agree nor disagree  
 ■ Agree  
 ■ Strongly agree

Strongly agree / Agree

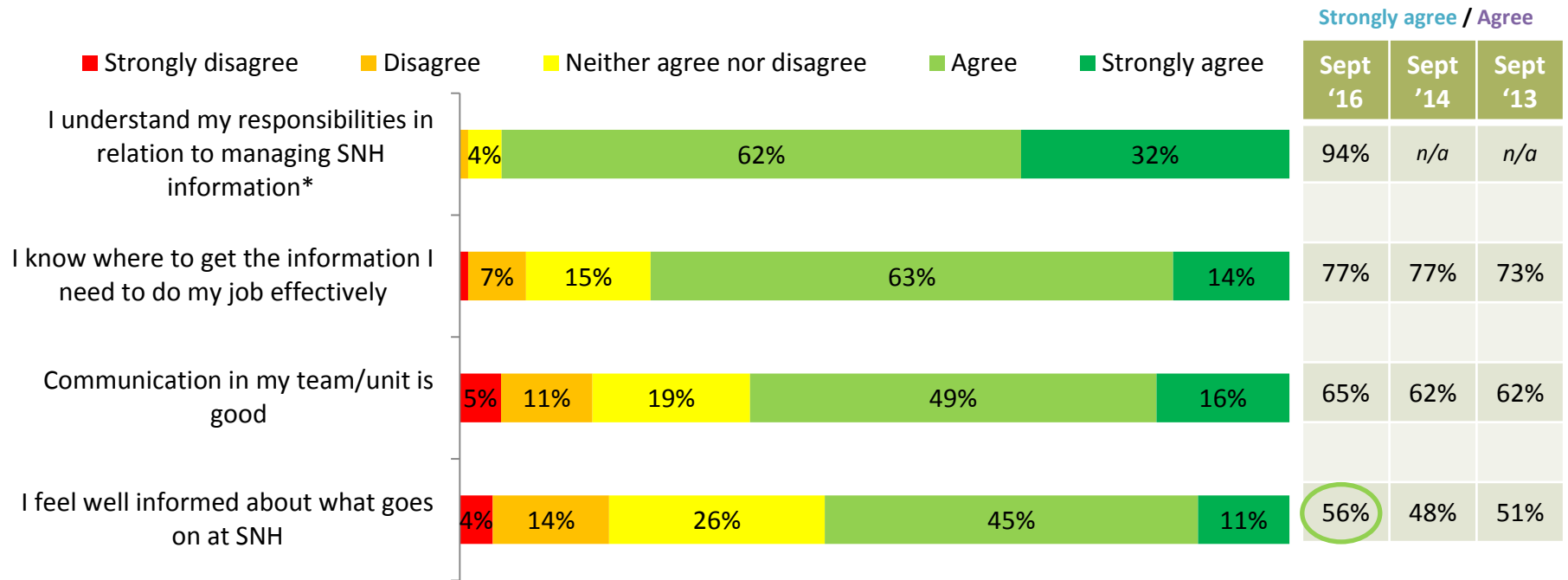


Levels of agreement for *Line Manager* remained fairly constant over the past three waves of research.

\*New question for 2014

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# Communication in SNH

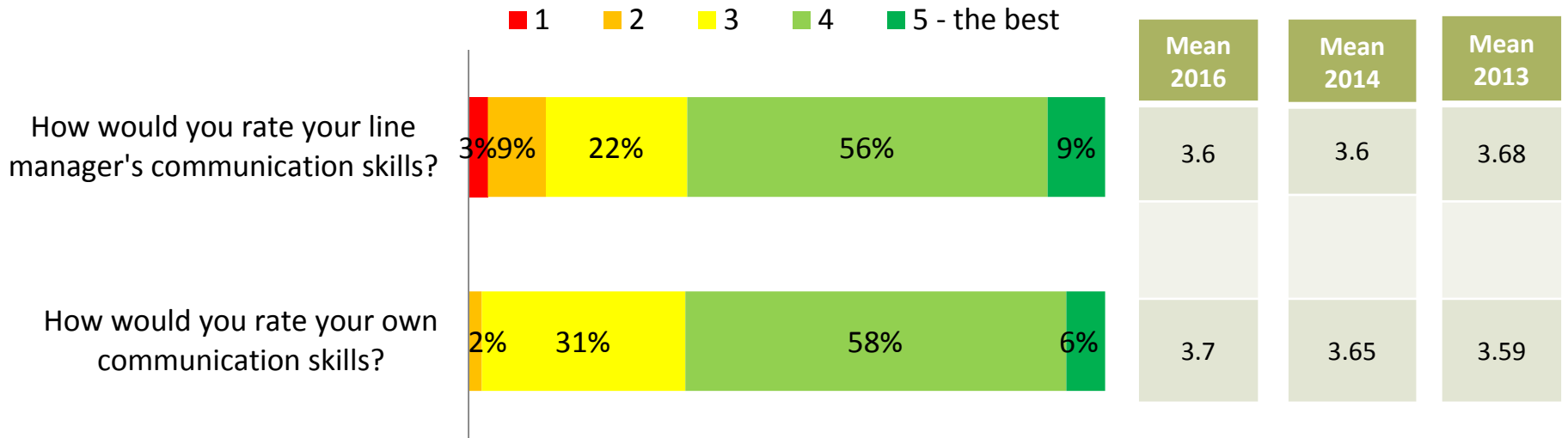


Responses for *Communication* were fairly similar to those given in 2014 with the exception of a significant increase in those *who felt well informed*.

\*New question for 2016

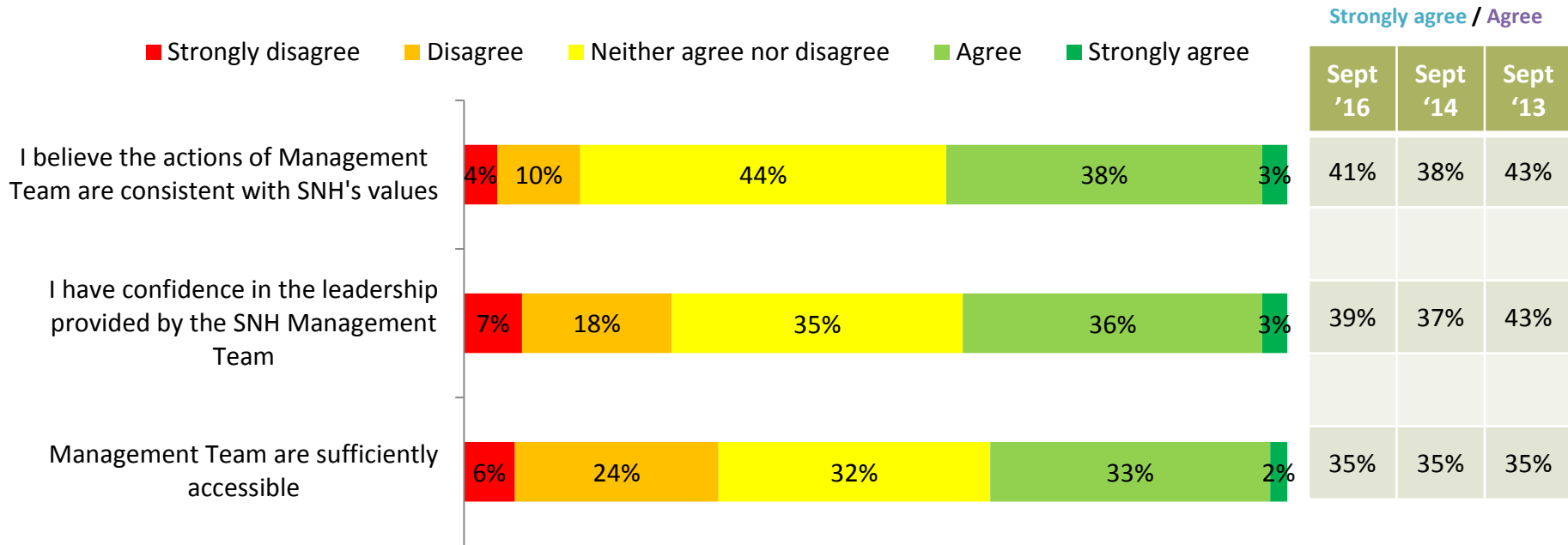
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# Communication in SNH



Ratings given for *Communication* remained very consistent with 2014.

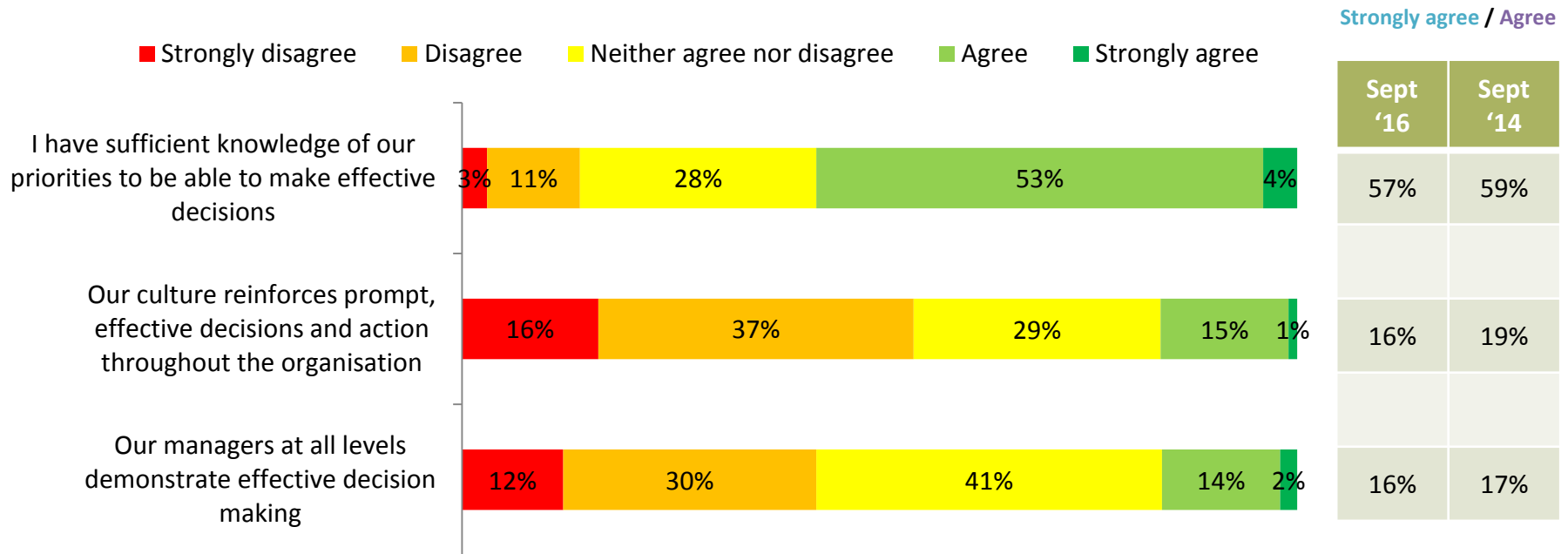
# Leadership



Ratings given for *Leadership* were consistently low, as with past waves of research.

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# Decision Making *(New questions for 2014)*

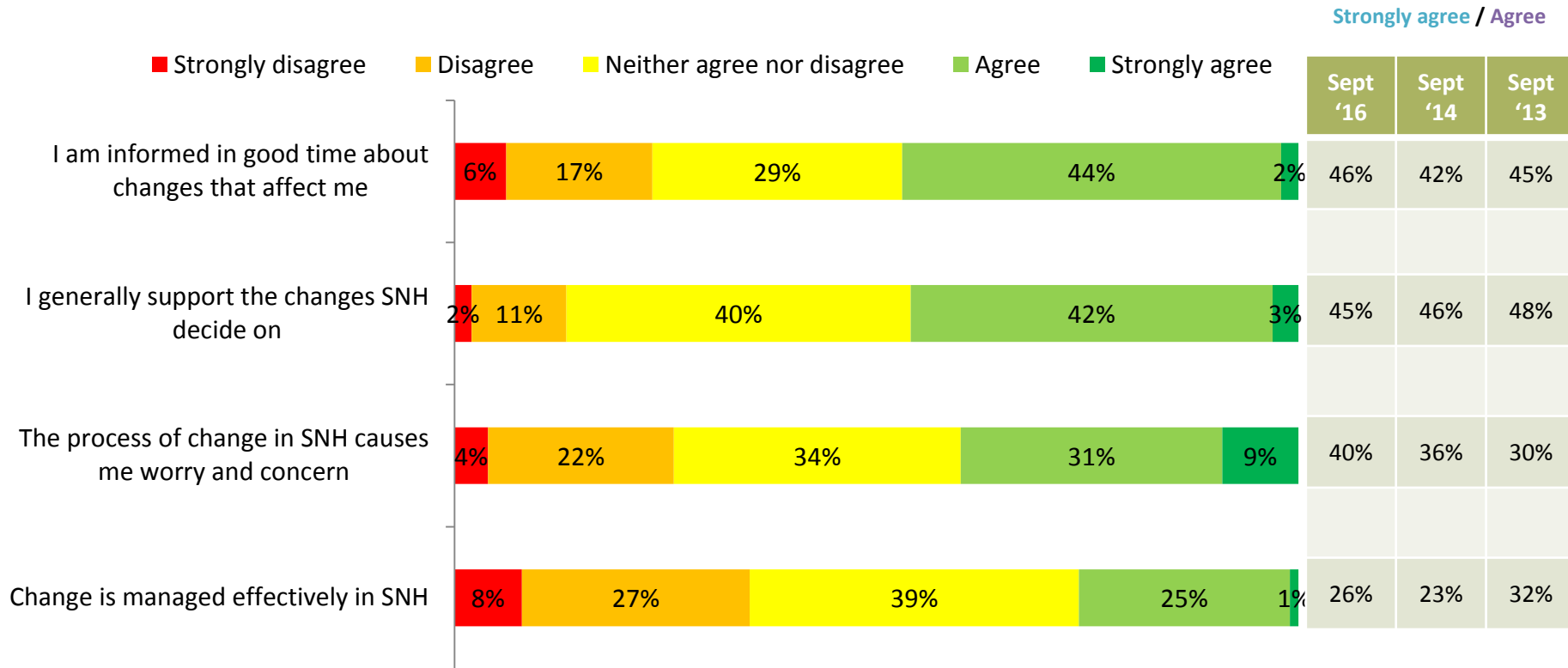


Levels of agreement for *having sufficient knowledge* remained fairly constant. Agreement for the other two statements was incredibly low in 2014 and even lower in 2016.

Please note that 'Prefer not to say' response has not been displayed

Base Total Sample: Sept 16: 590, Sept 14: 606

# Change

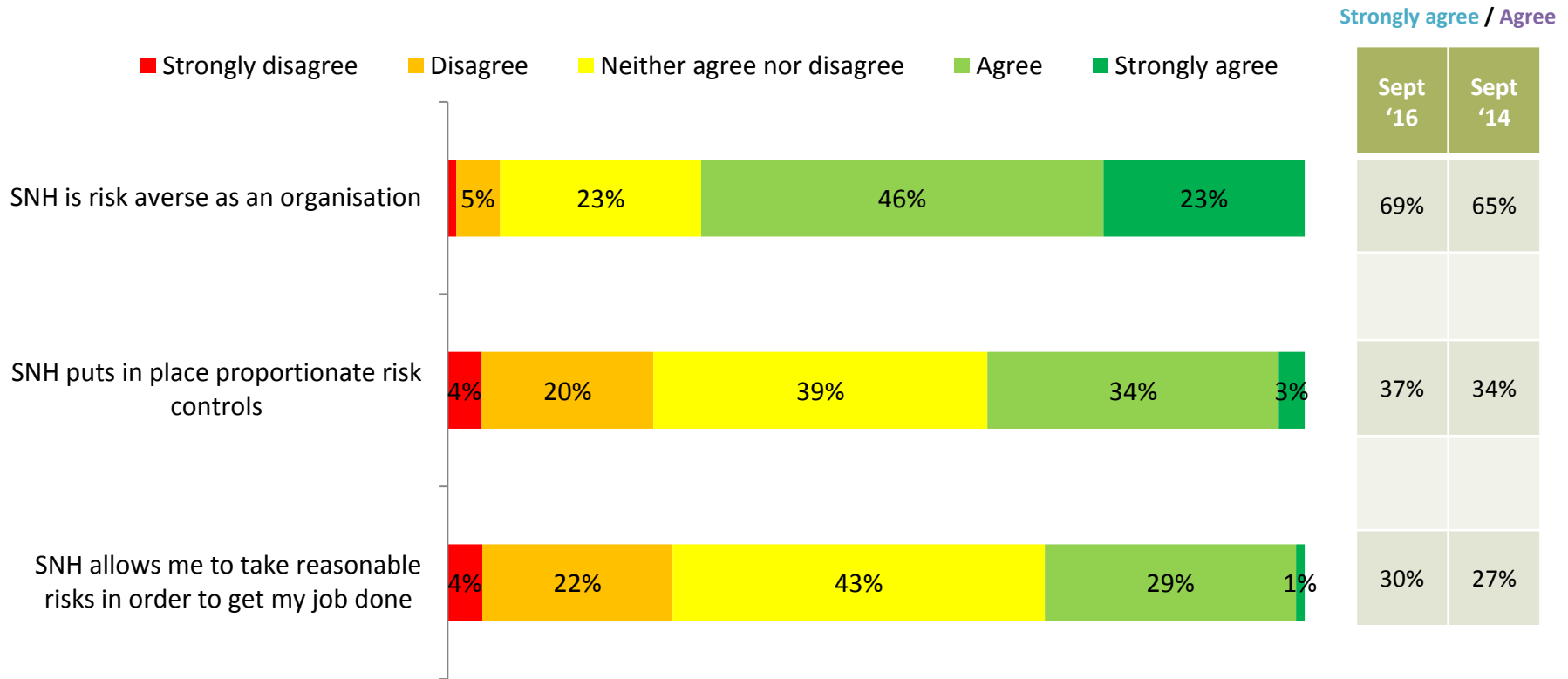


There were no significant changes in levels of agreement for *Change* this year. The percentages of those agreeing across all parameters were low.

Please note that 'Prefer not to say' response has not been displayed



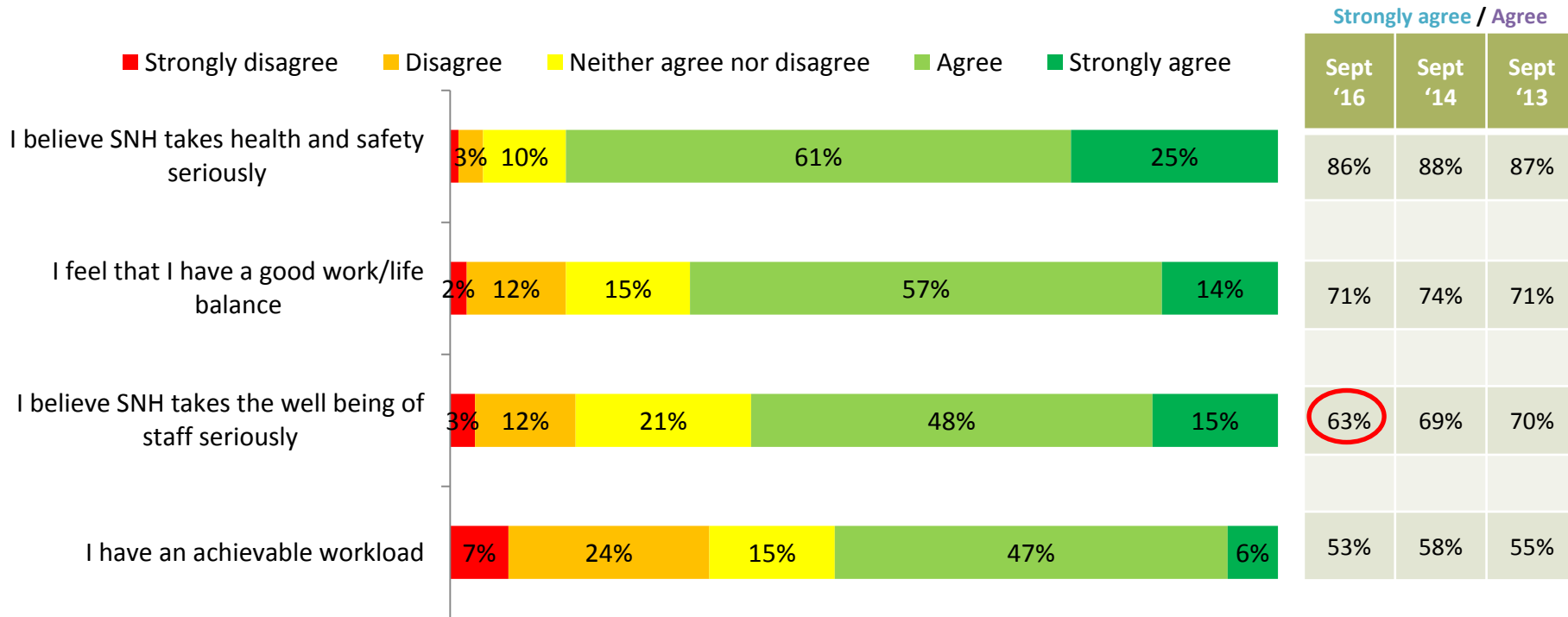
# Risk *(New questions for 2014)*



Less than a third (30%) of respondents thought that *SNH allows them to take reasonable risks*. Approximately a third (37%) thought the *risk controls were proportionate* and the majority (69%) thought *SNH was risk averse*.

Please note that 'Prefer not to say' response has not been displayed

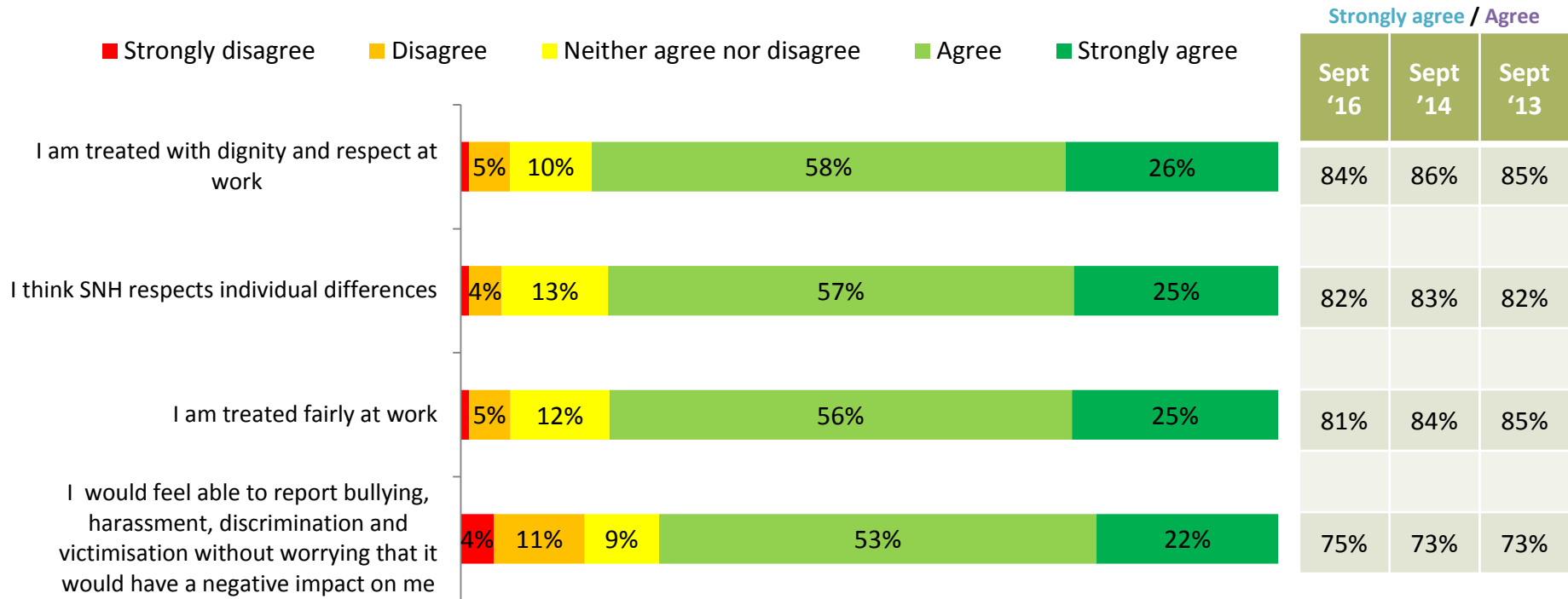
# Work / Life Balance



Levels of agreement across parameters associated with *work life balance* were consistent with last wave of research with the exception of a significant decrease in SNH taking the *well being of its staff seriously*.

Please note that 'Prefer not to say' response has not been displayed

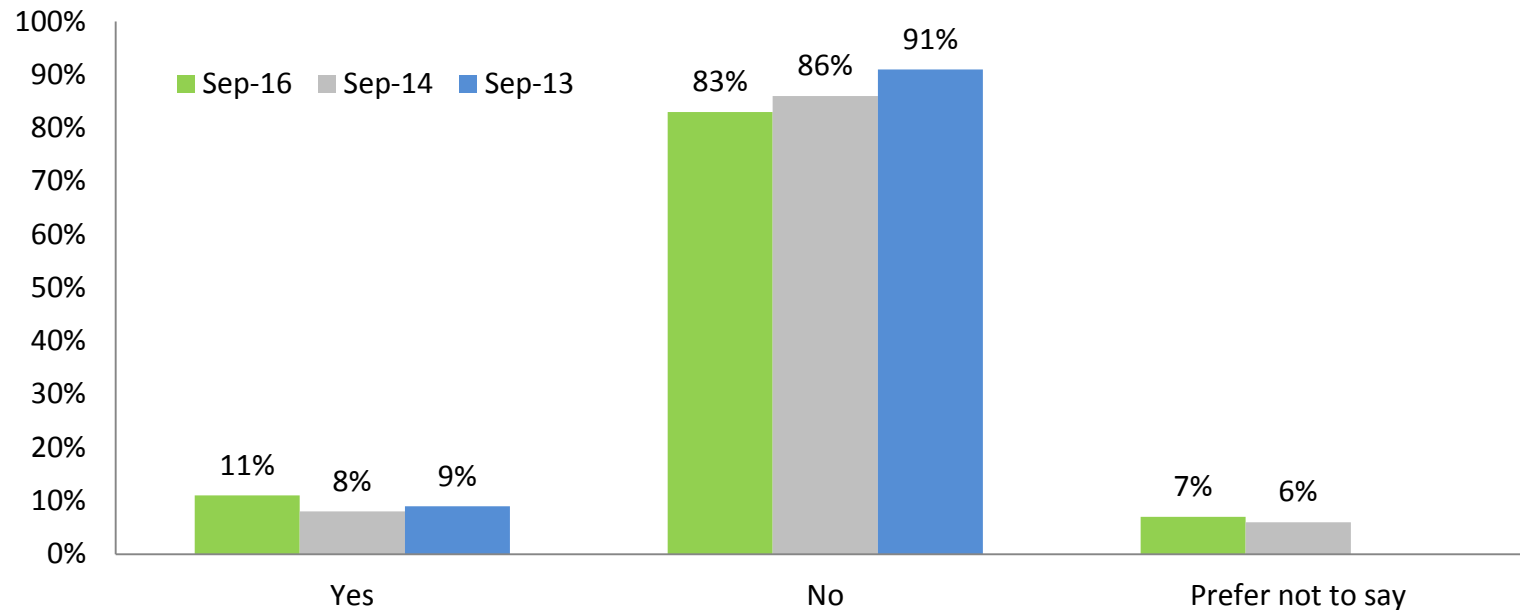
# Inclusion and Fair Treatment



Levels of agreement across parameters associated with *Inclusions and Fair Treatment* were consistently high with previous waves of research.

Please note that 'Prefer not to say' response has not been displayed

# Personal experience of bullying and harassment



The number of those who had experienced bullying was in line with previous waves.

# Thank You

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# Technical Appendix

## Quantitative

### Methodology:

- The data was collected by online and paper questionnaires and all SNH staff were sent a questionnaire (by email or post) and invited to take part.
- Fieldwork was undertaken between 12<sup>th</sup> September and 30<sup>th</sup> September 2016.
- The target group for this research was all 754 SNH staff, and the final achieved sample size was 590, a response rate of 78%.
- Data gathered using self-completion methodologies are validated using the following techniques:
  - Internet surveys using client lists use a cookie system to ensure that duplicate surveys are not submitted. The sample listing is also de-duplicated prior to the survey launch.
  - Where profiling information is provided on the sample list, this is also checked off against responses where possible to validate the data.
  - Where a self-completion survey is returned anonymously there is not any opportunity for validation. However, all questionnaires returned undergo rigorous editing and quality checks and any thought to be invalid are removed from further processing.
- All research projects undertaken by Progressive comply fully with the requirements of ISO 20252.

### Data Processing and Analysis:

- The final data set was not weighted.
- The overall sample size of 590 provides a dataset with a margin of error of between  $\pm 0.37\%$  to  $\pm 1.88\%$  calculated at the 95% confidence level (market research industry standard).
- Our data processing department undertakes a number of quality checks on the data to ensure its validity and integrity. These checks include:
  - All questionnaires are checked for completeness and sense.
  - Data is entered into our analysis package, SNAP, which includes facilities for the verification of punched data (e.g. double data entry).
  - A computer edit of the data is carried out prior to analysis, involving both range and inter-field checks. Any further inconsistencies identified at this stage are investigated by reference back to the raw data on the questionnaire.
- Our analysis package is used and a programme set up with the aim of providing the client with useable and comprehensive data. Cross breaks to be imposed on the data are discussed with the client in order to ensure that all informational needs are being met.