

NHSScotland Staff Survey 2013

National Report

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1. Introduction

This National Report provides an overview of the results of the 2013 NHSScotland Staff Survey. Previous surveys were conducted in 2006, 2008¹ and 2010². The Information Services Division (ISD) of NHS National Services Scotland was commissioned by the Scottish Government (SG) to carry out the fieldwork and analysis for the 2013 survey.

2. Background

2.1 Survey Purpose

The National Staff Survey gives all NHSScotland staff the opportunity to provide feedback on their experience of working for the organisation. The results are used to identify areas where things are going well and potential areas for improvement, to monitor trends and to assess organisational performance against the five key elements of the Staff Governance Standard.

The findings from the NHSScotland Staff Survey are used by a range of stakeholders. These include: individual NHS Boards, the Scottish Government and partnership groups such as the Scottish Partnership Forum (SPF) and the Scottish Workforce and Staff Governance (SWAG) Committee: for further information see the [NHSScotland Staff Governance website](#).

2.2 Policy context

Each NHS Board in Scotland must operate within the NHSScotland Governance Framework. Staff Governance is a key and integral part of this Framework and focuses on how NHSScotland staff are managed and feel they are managed. The commitment to Staff Governance was reinforced within the NHS Reform (Scotland) Act 2004 and implemented through the introduction of the Staff Governance Standard.

[The Staff Governance Standard \(fourth edition\)](#)³ was published in June 2012. It was developed to take into account recent developments within NHS Scotland. Key amongst these were [The Healthcare Quality Strategy for NHSScotland \(the Quality Strategy\)](#)⁴, the [Patient Rights \(Scotland\) Act 2011](#)⁵ and [Achieving Sustainable Quality in Scotland's Healthcare – a 20:20 Vision](#)⁶.

In June 2013, [The 2020 Workforce Vision "Everyone Matters"](#)⁷ was launched by the Cabinet Secretary for Health and Wellbeing. The Workforce Vision supports the 2020 Vision for Healthcare in Scotland and makes a commitment to valuing the workforce. Reflecting the views of 10,000 staff, it captures the changes that will be made to how NHSScotland staff work and the work they do. An 'Implementation Framework and Implementation Plan for 2014/15' will be published by the end of 2013 and the implementation of the Staff Governance Standard will form an integral part of this.

The Staff Governance Standard sets out what employers must do to develop and manage their staff. It recognises that a motivated and engaged workforce leads to better organisational performance and an enhanced quality of service to patients. The revised Standard describes what staff can expect from their Boards, but also the corresponding staff responsibilities.

The Staff Governance Standard requires all Boards to demonstrate that staff are:

1. well informed;
2. appropriately trained and developed;
3. involved in decisions;
4. treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and
5. provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

The results presented in this report are set out according to these five elements of the Standard, along with findings relating to the overall experience of working for NHSScotland.

3. Survey Methodology

The fieldwork for the 2013 Staff Survey was conducted over a six week period (27th May to 5th July 2013). For NHS National Services Scotland (NSS), the survey was delayed until 16th September to 11th October 2013, due to the proximity to their own Staff Survey in October/November 2012. As in previous years, all staff were invited to participate. The survey was administered online, although paper copies were also made available where required. The promotion of the survey to NHSScotland staff was the responsibility of each NHS Board. A Communications Toolkit was developed by ISD to support NHS Boards in developing their local communication strategy.

The survey questions were agreed by the Scottish Workforce and Staff Governance (SWAG) Committee. These were based on the 2010 questions, but with some minor changes to reflect feedback from the previous survey. Throughout the 2013 National Report, comparisons are made with the 2010 survey and, where possible, with earlier ones. There have, however, been alterations to the questions over the years, which limits the number of time trend comparisons that are possible. The report commentary focuses mainly on the all-NHSScotland findings, but does make reference to notable differences in results across NHS Boards and Staff Groups.

As with previous NHSScotland Staff Surveys, the results are un-weighted with no adjustments made for the relative size of, or response rate within, NHS Boards, Staff Groups or socio-demographic groups. A Sample Profile, detailing the employment and socio-demographic characteristics of the staff who responded to the survey, is shown in Appendix A. The profile of staff who responded to the 2013 NHSScotland Staff Survey is broadly in line with that of all staff employed within NHSScotland⁸. The 2013 sample profile is also very similar to the equivalent profile for the 2010 NHSScotland Staff Survey. Response rates within NHS Boards, age groups and Staff Groups did vary. For questions where there appeared to be notable variation in response amongst Boards and/or age groups, weighted and un-weighted results were calculated and compared; in all cases the results differed by <1%.

Unfortunately, it was not possible to calculate accurate response rates for individual Staff Groups. Some of the Staff Group categories used within the survey do not map directly to the SWISS (Scottish Workforce Information Standard System) categories that the staffing figures for NHSScotland are based on. Furthermore, some staff appear to have selected alternative SWISS categorisations when completing the NHS Staff Survey.

Included in this National Report are results for individual NHS Boards (Appendix B) and Staff Groups (Appendix C), as well as employment profile and socio-demographic breakdowns (e.g. results by pay range and by age group), Appendix D. Findings across the current and previous three NHSScotland Staff Surveys are summarised in Appendix E. Details of the questions asked/changes in question wording between the 2010 and 2013 NHS Staff Surveys are provided at Appendix F.

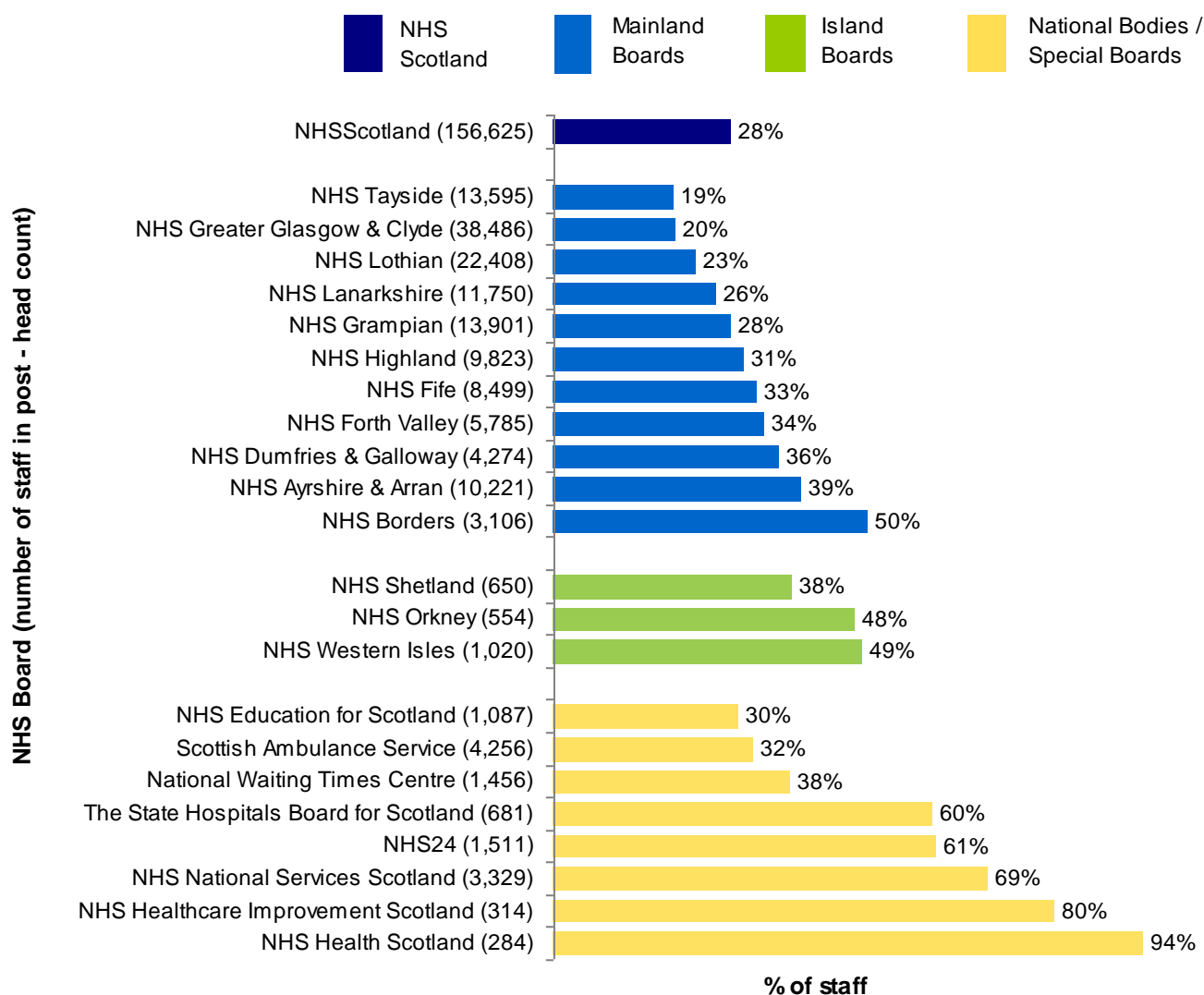
4. Response Rate

All NHSScotland employees (n=156,625)⁸ were invited to take part in the 2013 Staff Survey and 44,389 returned a completed questionnaire (either online or by post). This represents a 28% response rate, which is slightly higher than the response rate for the 2010 NHSScotland Staff Survey (26%).

Response rates for each of the 22 NHS Boards in Scotland are shown in Figure 1. These are grouped into three categories: Island Boards (n=3), Mainland Boards (n=11) and National Bodies/Special Boards (n=8). It is important to bear in mind the different categories of Board, as well as differences within these categories, when considering the findings. Across the 22 Boards in Scotland, response rates ranged from 19% and 20% in NHS Tayside and NHS Greater Glasgow and Clyde to 80% in NHS Healthcare Improvement Scotland (HIS) and 94% in NHS Health Scotland. The majority of staff working in these latter Boards are office-based administrative and clerical staff with direct access to a computer. The lowest response rates tended to be in the larger Mainland Boards.

Overall, 88% of responses were submitted electronically and 12% on paper. Across the 22 NHS Boards this ranged from 0% to 47% paper submission. As noted above, the Sample Profile for the 2013 survey is described in Appendix A: Figure 5a their employment profile and Figure 5b their socio-demographic profile.

Figure 1: Percentage of staff who completed the NHSScotland Staff Survey 2013, by NHS Board (grouped by Board type).^{1,2}



- 1 Percentage response calculated according to number of NHSScotland staff in post (head count) on 30th June 2013. (Source: NHS Scotland Workforce: data as at 30 June 2013⁸)
- 2 A member of staff may be employed by more than one NHS Board; each member of staff is counted only once in the NHSScotland head count total.

5. Notes to Aid Interpretation

The 2013 Staff Survey comprised 29 top-level questions, which all staff were expected to answer (21 attitudinal statements with a five-point response scale and eight Yes/No questions). There were also 13 sub-questions, to be answered only if relevant to a previous response.

As with previous surveys, the main unit of measurement is the percentage of staff who answered positively to each question.

For example, for attitudinal questions, where respondents were asked to indicate their level of agreement or disagreement, responses of strongly agree and agree were considered positive. For each question, the percentage of respondents who selected each response option is also reported along with the total percentage of positive responses. Full details of the response categories for the attitudinal questions are shown below:

Response		Response Category
Strongly agree	Always	Positive
Agree	Often	
Neutral	Sometimes	Neutral
Disagree	Seldom	Negative
Strongly disagree	Never	

It is important to look at these detailed results, across all the response categories, when interpreting the survey findings.

There were also a number of non-scale questions where staff were asked to respond either Yes or No. Where the question was worded positively, a Yes was considered a positive response. For example, Q4d. 'Did you agree a Personal Development Plan (PDP) or equivalent?'. In cases where the question was negative, No was considered a positive response. For example, Q7e. 'During the past 12 months while working for your organisation have you experienced bullying/harassment from your manager?'.

Percentages are based on those staff who gave a valid response to each question and are rounded to the nearest whole number, so may not total 100%.

All reported differences in the percentage of positive responses between the 2010 and 2013 surveys are statistically significant unless stated otherwise. Please note that differences between the 2013 and 2006/2008 survey results were not formally tested for statistical significance.

6. Key Findings

6.1 Highest scoring statements

The five statements in the 2013 NHSScotland Staff Survey eliciting the highest percentage positive response (based on all of the attitudinal questions with a five-point response scale) are shown in Figure 2. All of these statements had positive responses from two thirds or more of respondents. A high level of employee commitment to their job and understanding of their role was evidenced by the fact that almost nine in ten (87%) agreed that they were 'happy to go the extra mile at work when required' and 83% were 'clear what their duties and responsibilities are'. Positively too, three quarters of staff who responded to the survey agreed that 'they get the help and support they need from colleagues', whilst a similar proportion said that they 'still intend to be working within their Board in 12 months time'. Two thirds of respondents understood 'how their work fits into the overall aims of their Board'.

The five statements scoring highest in 2013 were also the five highest scoring in 2010. However, all of these scored a lower percentage positive response in 2013 when compared with 2010.

Figure 2: Most Positive Results 2013.

		Change from 2010
87%	Agreed that they are happy to go the 'extra mile' at work when required.	-1%
83%	Agreed that they are clear what their duties and responsibilities are.	-2%
76%	Agreed that they get the help and support they need from colleagues.	-3%
75%	Agreed that they still intend to be working within their Board in 12 months time.	-4%
66%	Agreed that they understand how their work fits into the overall aims of their Board.	-10%

Note: The most positive results shown are based on all the attitudinal survey questions with a five-point response scale.

6.2 Lowest scoring statements

The five statements in the 2013 NHSScotland Staff Survey eliciting the lowest percentage positive response (based on all of the attitudinal questions with a five-point response scale) are shown in Figure 3. Three of the five lowest scoring statements related to how involved in decisions staff felt they were. This included the statement ‘Staff are always consulted about changes at work’ which received the lowest percentage positive response of all (26%). The other two statements linked to how involved staff felt in decisions related to how confident staff felt that ‘their ideas or suggestions would be listened to’ and to whether they had ‘a choice in deciding what they do at work’.

The statement eliciting the second lowest percentage positive response was ‘There are enough staff for me to do my job properly’, with only 31% of respondents answering positively. This relates to the Staff Governance element ‘Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community’. The fifth lowest scoring statement highlights that only 39% of respondents felt that they were well informed about how changes made at work would ‘work out in practice’.

Four of the five lowest scoring statements in 2013 were amongst the five lowest scoring in 2010. Three of these statements scored slightly lower in 2013 when compared with 2010 and one slightly higher. The remaining question (Q7a) ‘I can meet all the conflicting demands on my time at work’ was one of the five lowest scoring in 2010, but it should be noted that the wording of this question changed in 2013.

Figure 3: Least Positive Results 2013.

		Change from 2010
26%	Agreed that staff are always consulted about changes at work.	-1%
31%	Agreed that there are enough staff for them to do their jobs properly.	+3%
37%	Agreed that they are confident their ideas or suggestions would be listened to.	-2%
38%	Agreed that they have a choice in deciding what they do at work.	-4%
39%	Agreed that when changes are made at work, they are clear how changes will work out in practice.	-2%

Note: The least positive results shown are based on all the attitudinal survey questions with a five-point response scale.

6.3 Summary Findings

Summarised below are the main survey findings in relation to each of the five elements of the Staff Governance Standard and the overall experience of working for NHSScotland.

6.3.1 Overall experience of working for NHSScotland

All six statements in this section received a positive response from half or more of all survey respondents. A high level of employee commitment to their job was evidenced by the fact that almost nine out of ten respondents agreed 'I am happy to go the 'extra mile' at work when required' (87%). Also, three out of four agreed 'I still intend to be working within my Board in 12 months time' (75%). The two statements with the lowest percentage positive response related less to the individual's own job and more to the workings of the wider Board. These were: 'I would recommend my Board as a good place to work' (50%) and 'Care of patients/service users is my Board's top priority' (55%).

6.3.2 Well informed

The majority of staff who responded to the survey felt that they were well informed in relation to their own work area. More than eight out of ten respondents were clear what their duties and responsibilities were (83%). Also, a large proportion of respondents understood how their work fits into the overall aims of their NHS Board (66%) and felt that their line manager communicated with them effectively (61%). However, a minority of respondents (48%) felt that they were kept well informed in respect of what was happening within their wider Board or were clear how changes made at work would 'work out in practice' (39%).

6.3.3 Appropriately trained and developed

The proportion of respondents who said they had taken part in a performance/development review in the last 12 months (73%) was higher than previous surveys. Of these, a large majority had agreed a PDP (Personal Development Plan) or equivalent (83% of those who had a review) and had received/expected to receive the training identified in this plan (75% of those who had a PDP). Two out of three respondents felt that the review helped them to agree clear objectives for their work (66%). A lower proportion (39%) felt that it helped them to improve how they did their job.

6.3.4 Involved in decisions

Respondents were most positive about the opportunities they had to put forward ideas or suggestions for improvement in their workplace (49%). However, they were less positive with regard to their confidence in these ideas or suggestions being listened to (37%), that they would always be consulted about changes at work (26%) and that they had a choice in deciding what they did at work (38%). Of the five elements of the Staff Governance Standard, this was the one that staff responded to in the least positive manner. All four statements in this section had a percentage positive response below 50%. Three of these statements were amongst the five lowest scoring statements in the whole survey.

6.3.5 Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued

The majority of respondents answered positively in relation to the support and encouragement they received from colleagues (76%) and from their line manager, although less so in respect of the latter (59%). Less than half of all survey respondents (44%) agreed that their Board 'acts fairly and offers equality of opportunity with regard to career progression/promotion'. For the minority of staff who said that they had experienced unfair discrimination in the last 12 months (8% reported discrimination from their manager and 8% from other colleagues), just one in three had gone on to report it (34%) and just over one in four of these were satisfied with the response received (27%).

6.3.6 Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

Just over half of all respondents (52%) agreed that they felt it was safe to speak up and challenge the way things were done if they had concerns about quality, negligence or wrongdoing by staff. A minority of respondents felt they could meet all the conflicting demands on their time at work (42%) or that there were enough staff to allow them to do their job properly (31%). More than eight in ten respondents had undertaken health and safety training paid for or provided by their NHS Board.

A small but notable percentage of respondents reported that they had experienced bullying/harassment in the past 12 months from their manager (11%) and/or from other colleagues (15%). Thirty-six per cent of those who had experienced bullying/harassment had reported this. Of those who did report it, 37% were satisfied with the response they received.

A small but notable percentage of respondents reported that they had experienced physical violence from patients/service users or other members of the public in the past 12 months (9%). Approximately one in three respondents stated that they had experienced emotional/verbal abuse from patients/service users or other members of the public in the past 12 months (32%). Half of the respondents who said they experienced abuse or violence had reported it and two thirds of these were satisfied with the response they received.

6.4 Main changes – 2010 to 2013

Comparing the findings from the 2010 and 2013 surveys (based on the attitudinal questions common to both), two statements (of the 20 in total) showed an improvement in percentage positive response in 2013. Both belonged to the Staff Governance dimension 'Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community'. These were: 'I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff' (Q7c) and 'There are enough staff for me to do my job properly' (Q7b), see Figure 4. These two statements showed an increase of two and three percentage points respectively.

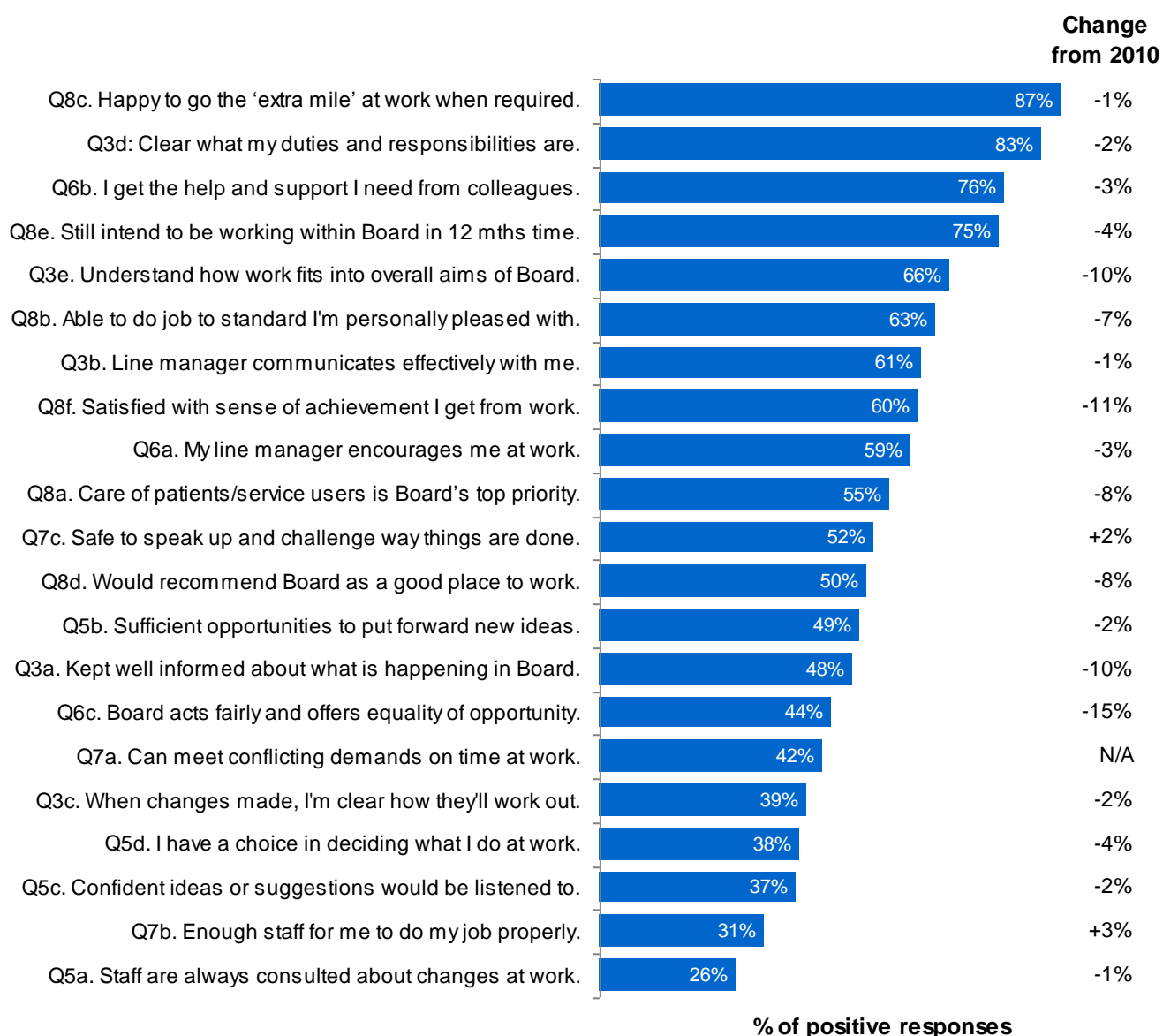
With all but two of the 20 attitudinal statements common to both the 2010 and 2013 Staff Surveys showing a drop in percentage positive response in 2013, this suggests an overall dip in employee satisfaction from 2010 to 2013.

The statement which showed the greatest drop in percentage positive response between the two years (down 15 percentage points) was 'My Board acts fairly and offers equality of opportunity with regard to career progression/promotion' (Q6c). A minority of respondents now agreed this to be the case (44%), compared to 59% in 2010. This suggests that staff are less satisfied that their Board provides equal opportunities for career progression/promotion.

Two of the six statements with the largest decrease in percentage positive response in 2013 belonged to the 'Well informed' Staff Governance element. These were: Q3a 'I am kept well informed about what is happening in my Board' (down ten percentage points since 2010) and Q3e 'I understand how my work fits into the overall aims of my Board' (also down ten percentage points). The statement 'I am satisfied with the sense of achievement I get from work' (Q8f) had a drop of 11 percentage points in positive response in 2013. Please note that there was a slight change in the wording of this question in 2013 (see Appendix F for more details).

In summary, where comparisons could be made with the 2010 survey, for all but two questions, respondents answered less positively in 2013. Compared to the previous survey, a higher percentage of respondents felt it safe to speak up and challenge the way things were done and a higher percentage agreed that there were enough staff to allow them to do their job properly. The largest decrease in percentage positive response related to fairness and equality of opportunity for career progression/promotion within their NHS Board. Other areas that showed a large drop in percentage positive response were in relation to: job satisfaction (the sense of achievement respondents got from work, how personally pleased they felt with the standard to which they were able to do their job and the percentage who would recommend their Board as a good place to work) and respondent's views of the wider context in which they worked (being kept well informed about what was happening in their Board, understanding how their work fits into the overall aims of their Board and feeling that care of patients/service users was their Board's top priority).

Figure 4: Percentage of positive responses to each attitudinal question in the NHSScotland Staff Survey 2013 (ordered from most to least positive result).^{1,2}



1 Figure includes all attitudinal survey questions with a five-point response scale and shows the total percentage of positive responses to each question within NHSScotland.

2 For Question 7a, direct comparison with the 2010 result was not possible due to a change in question wording.

7. Overall experience of working for NHSScotland

Presented below are the findings from the 2013 Staff Survey in respect of staff overall experience of working for NHSScotland. Results for each of the five elements of the Staff Governance Standard are shown in the five sections that follow.

Table 1 shows that all six statements in the 'overall experience' section had a percentage positive response of at least 50% for NHSScotland as a whole. This ranged from 50% for the statement 'I would recommend my Board as a good place to work' (Q8d) to 87% for 'I am happy to go the extra mile at work when required' (Q8c). The latter statement had the highest percentage positive response of all the 2013 Staff Survey questions. It was also the highest scoring statement in 2010.

For all six statements in this section the percentage positive response in 2013 was lower than that in 2010. Three of these statements were amongst the six statements to show the largest percentage points decrease on 2010 over the whole survey. The statement 'I am satisfied with the sense of achievement I get from work' (Q8f) showed the second largest percentage points decrease since 2010 (down 11 percentage points), although it should be noted that there was a slight wording change to this question (see Appendix F for more details). The percentage of respondents who agreed that 'Care of patients/service users is my Board's top priority' (Q8a) dropped by eight percentage points in 2013. The percentage of respondents who agreed 'I would recommend my Board as a good place to work' (Q8d) also reduced by eight percentage points in 2013.

Across NHS Boards, there was wide variation in the percentage of positive responses for the six questions in this section. This was most evident for Q8d, with the percentage of respondents recommending their Board as 'a good place to work' ranging from 33% to 77% (see Appendix B for more details). The statement with the smallest range of percentage positive responses (50% to 70%) was Q8f 'I am satisfied with the sense of achievement I get from work'.

Executive Grades/Senior Managers who responded to the survey had the highest percentage of positive responses for three of the six statements in this section. Staff from the three sub-groups of Ambulance personnel who responded to the survey had the lowest percentage of positive responses for three out of the six questions (see Appendix C for more details). Registered Nurses/Midwives who responded to the survey along with Ambulance Management staff were the least likely to agree (53%) 'I am able to do my job to a standard I am personally pleased with' (Q8b).

In summary, all six statements relating to overall experience received a positive response from half or more of all respondents. A high level of employee commitment to their job was evidenced by the 87% of respondents who agreed 'I am happy to go the 'extra mile' at work when required'. Also, three out of four survey respondents agreed 'I still intend to be working within my Board in 12 months time'. The two statements in this section which respondents were the least likely to agree with were the two that related less to their own job and more to the workings of the wider Board. These were: 'I would recommend my Board as a good place to work' and 'Care of patients/service users is my Board's top priority'.

Table 1: Response to questions relating to the overall experience of working for NHSScotland.

Question	N Responses	Response					% Positive 2013	Change from 2010
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
Q8a. Care of patients / service users is my Board's top priority.	44,250	16%	39%	26%	14%		55%	-8%
Q8b. I am able to do my job to a standard I am personally pleased with.	44,317	16%	48%	17%	15%		63%	-7%
Q8c. I am happy to go the 'extra mile' at work when required.	44,316	39%	48%	9%			87%	-1%
Q8d. I would recommend my Board as a good place to work.	44,299	11%	40%	33%	11%	6%	50%	-8%
Q8e. I still intend to be working within my Board in 12 months time.	44,311	30%	46%	17%			75%	-4%
Q8f. I am satisfied with the sense of achievement I get from work. ^Q	44,317	16%	44%	23%	12%		60%	-11%

Q Indicates a change in question wording from 2010 survey.

8. Well Informed

Ongoing and open communication with staff is key to establishing and maintaining employee engagement. It is good practice to keep staff up-to-date on what is happening in their organisation and to inform them of any planned future changes that could affect them, before these changes happen. Staff were asked for their views on the effectiveness of the communication within their organisation and how well informed they felt.

Table 2 shows that the majority of respondents replied positively to the three statements in this section relating to their specific role: 'I am clear what my duties and responsibilities are' (Q3d), 'I understand how my work fits into the overall aims of my Board' (Q3e) and 'My line manager communicates effectively with me' (Q3b).

All three of these statements had a lower percentage positive response in 2013 compared to 2010. This included a decrease of ten percentage points for Q3e.

'I am clear what my duties and responsibilities are' had the second highest percentage positive response of all survey statements (83%). Across the 22 NHS Boards, this ranged from 74% to 90% (see details in Appendix B). Doctors in training who responded to the survey were the most likely to agree with this statement (92%) and Maintenance/ Estates staff (68%) the least likely to do so (see details in Appendix C).

Less than half of respondents gave a positive response to the two statements in this section that related to their wider organisation. Of the staff who responded to the survey, a minority agreed that 'I am kept well informed about what is happening in my Board' (Q3a) and 'When changes are made at work, I am clear how they will work out in practice' (Q3c). The former statement also showed one of the largest decreases in percentage positive response when compared to the 2010 survey (down ten percentage points). This was also lower than the 2008 survey (49%), but higher than the 2006 survey figure of 41% (see details in Appendix E).

Across NHS Boards, the percentage of respondents who agreed 'I am kept well informed about what is happening in my Board' ranged from 32% to 66%. The percentage of respondents who agreed 'When changes are made at work, I am clear how they will work out in practice' ranged from 23% to 58% (see details in Appendix B). Executive Grades/Senior Managers were the most likely to agree 'I am kept well informed about what is happening in my Board' (82%) and Ambulance EMDC (Emergency Medical Dispatch Centre) staff who responded to the survey the least likely to do so (17%). Executive Grades/Senior Managers were also the most likely to agree 'When changes are made at work, I am clear how they will work out in practice' (64%) and again the lowest percentage of positive responses (15%) came from the Ambulance EMDC staff who responded to the survey (see details in Appendix C).

Overall, the results showed that the majority of staff who responded to the survey felt that they were well informed in relation to their own work area. However, fewer respondents felt that they were kept well informed in respect of the wider Board or understood how organisational changes would work out in practice.

Table 2: Response to questions relating to the 'Well Informed' Staff Governance dimension.

Question	N Responses	Response					% Positive 2013	Change from 2010
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
Q3a. I am kept well informed about what is happening in my Board.	44,265	6%	42%	29%	17%	6%	48%	-10%
Q3b. My line manager communicates effectively with me.	44,292	20%	41%	18%	14%	8%	61%	-1%
Q3c. When changes are made at work, I am clear how they will work out in practice.	44,225	6%	33%	29%	23%	9%	39%	-2%
		Always	Often	Sometimes	Seldom	Never		
Q3d: I am clear what my duties and responsibilities are.	44,340	46%	37%	14%			83%	-2%
Q3e: I understand how my work fits into the overall aims of my Board.	44,246	29%	37%	24%	7%		66%	-10%

9. Appropriately trained and developed

Effective staff appraisal or review is good employment practice. It contributes to enhanced staff satisfaction and performance, which ultimately leads to improved patient outcomes. NHS staff employed under Agenda for Change (AfC) Terms and Conditions participate in the NHS Knowledge and Skills Framework (KSF) development review process. Staff employed on other contract types (e.g. doctors, dentists and some senior managers) have separate development review arrangements. This section of the survey asked staff about their experience of the development review process applicable to them.

Table 3 shows that almost three out of four staff who responded to the survey (73%) had taken part in 'a KSF development review, performance review, appraisal, PDP (Personal Development Plan) meeting or equivalent' in the last 12 months (Q4a). This was an increase of three percentage points on 2010 and 26 percentage points on the 2006 survey (see details in Appendix E). However, care should be taken with comparison with the 2006 survey due to a change in question wording. Across NHS Boards, the percentage of respondents who had taken part in a review in the last 12 months ranged from 38% to 91% (see details in Appendix B). Doctors in training who responded to the survey were the most likely to have taken part in a review (90%) and Nurse Bank staff who responded to the survey were the least likely to have done so (18%), see details in Appendix C.

Of the respondents who had taken part in a review, two thirds agreed that it helped them to agree clear objectives for their work (Q4c). Almost four in ten respondents agreed it helped them to improve how they did their job (Q4b). In each case, the percentage positive response was lower than in 2010. Social Care Support staff who responded to the survey were the most likely to agree that their review helped them agree clear objectives for their work (85%) and improve how they did their job (69%). Ambulance Vehicle Crew who responded to the survey were the least likely to agree that their review helped them agree clear objectives for their work (37%) and improve how they did their job (19%), see details in Appendix C.

Of respondents who had a review in the last 12 months, over eight in ten had agreed a PDP or equivalent (Q4d) and three out of four of these had received or expected to receive the training identified in this plan (Q4e). In each case, this was a small percentage points decrease when compared to 2010. Across NHS Boards, between 57% and 88% of respondents who had a review had agreed a PDP (see details in Appendix B). Salaried General Dental Practitioners who responded to say they had a review were the most likely to have agreed a PDP or equivalent (97%) and Ambulance EMDC staff the least likely to have done so (60%), see Appendix C.

In summary, a higher proportion of respondents reported that they had taken part in a review in the last 12 months than in previous surveys. Of these, a large majority had agreed a PDP or equivalent and had received/expected to receive the training identified in this plan. Two thirds of respondents felt that the review helped them to agree clear objectives for their work. A lower proportion felt it helped them to improve how they did their job. For all these sub-questions there was a decrease in percentage positive response in 2013 when compared to 2010.

Table 3: Response to questions relating to the 'Appropriately Trained and Developed' Staff Governance dimension.

Question	N Responses	Response		% Positive 2013	Change from 2010
		Yes	No		
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent? ^{1,2}	44,295	73%	27%	73%	+3%
Staff who said they had taken part in a KSF development review or equivalent were asked:					
Q4b. Did it help you to improve how you do your job?	32,191	39%	61%	39%	-5%
Q4c. Did it help you agree clear objectives for your work?	32,055	66%	34%	66%	-6%
Q4d. Did you agree a Personal Development Plan or equivalent?	32,026	83%	17%	83%	-4%
Staff who said that they had agreed a PDP were asked:					
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	26,433	75%	25%	75%	-2%

1 In response to Question 4a, 55% of survey respondents within NHSScotland indicated that they had participated in a KSF development review; 18% indicated that they had participated in another type of review.

2 KSF: Knowledge and Skills Framework. PDP: Personal Development Plan.

10. Involved in decisions

Including staff in organisational decision-making has the potential to obtain valuable new opinions, ideas and solutions. It can also promote employee trust in the organisation and their senses of ownership and responsibility in respect of changes made. In this section of the survey, staff were asked for their views on how well their organisation involves them in decision-making.

Table 4 shows that approximately half (49%) of all staff who responded to the survey agreed 'I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace' (Q5b). However, a smaller proportion of respondents (37%) agreed 'I am confident my ideas or suggestions would be listened to' (Q5c). In response to the statement 'I have a choice in deciding what I do at work' (Q5d), 38% of staff who responded agreed this was 'always' or 'often' the case. Only one in four respondents (26%) agreed that 'Staff are always consulted about changes at work' (Q5a).

Three of the four statements in this section (Q5a, 5c and 5d) appear in the list of the five lowest scoring statements within the whole survey (see Section 6.2 Lowest scoring statements). Q5a elicited the lowest percentage positive response of all the attitudinal statements in the 2013 survey.

Q5a was also the lowest scoring statement in 2010 (comparable data were not available for 2006 or 2008). All four statements in this section had a lower percentage positive response in 2013 compared to 2010.

For all questions in this section, there was a range in the percentage of positive responses across NHS Boards (see details in Appendix B) and across Staff Groups (see details in Appendix C). Executive Grades/Senior Managers who responded to the survey were the most likely to respond positively to each of the four statements. Ambulance Vehicle Crew and Ambulance EMDC staff who responded to the survey were the least likely to give a positive response.

Overall, of the five elements of the Staff Governance Standard, 'Involved in decisions' was the area where staff who responded to the survey replied in the least positive manner. All four statements in this section had a percentage positive response below 50%. Three of the statements in this section were amongst the five lowest scoring statements within the survey as a whole. Within this section, respondents were most positive about the opportunities they had to put forward ideas or suggestions for improvement in their workplace. However, they were less positive with regard to their confidence that these ideas or suggestions would be listened to, that they would always be consulted about changes at work and that they had a choice in deciding what they did at work.

Table 4: Response to questions relating to the 'Involved in Decisions' Staff Governance dimension.

Question	N Responses	Response					% Positive 2013	Change from 2010	
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree			
Q5a. Staff are always consulted about changes at work.	44,345		22%	24%	34%	16%	26%	-1%	
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	44,303		9%	40%	25%	18%	9%	49%	-2%
Q5c. I am confident my ideas or suggestions would be listened to.	44,295		8%	30%	28%	22%	13%	37%	-2%
			Always	Often	Sometimes	Seldom	Never		
Q5d. I have a choice in deciding what I do at work.	44,285		7%	30%	34%	18%	10%	38%	-4%

11. Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued

How fairly or reasonably staff feel they are treated at work can affect their engagement and motivation. It is also a legal requirement for employers to promote equality and diversity in the workplace. This section of the survey focused on how fairly staff felt they were treated by their line manager, by other colleagues and in relation to promotion opportunities. Staff were also asked about their experience of unfair discrimination at work.

Table 5 shows that three out of four respondents agreed 'I get the help and support I need from colleagues' (Q6b). A lower percentage (59%) agreed 'My line manager encourages me at work' (Q6a). Across NHS Boards, the percentage of those who responded who agreed 'My line manager encourages me at work' ranged from 40% to 75% (see details in Appendix B). Across Staff Groups, the range was from 31% for Ambulance Vehicle Crew who responded to the survey to 81% for Executive Grades/Senior Managers (see details in Appendix C).

A minority of staff who responded to the survey (44%) felt 'My Board acts fairly and offers equality of opportunity with regard to career progression/promotion' (Q6c).

All three statements in this section showed a percentage points decrease in positive response compared to 2010. Of all survey statements, Q6c saw the greatest decrease from 2010 (down 15 percentage points). However, care should be taken with regard to interpretation due to a change in question wording in 2013 (see Appendix F for more details).

In summary, whilst the majority of respondents answered positively in relation to the support and encouragement they received from colleagues and from their line manager, they were less positive in respect of the latter. A minority of those who responded to the survey agreed that their Board 'acts fairly and offers equality of opportunity with regard to career progression/promotion'.

Table 5: Response to questions relating to the 'Treated Fairly and Consistently' Staff Governance dimension.

Question	N Responses	Response					% Positive 2013	Change from 2010
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
Q6a. My line manager encourages me at work.	44,337	21%	38%	23%	12%	7%	59%	-3%
Q6b. I get the help and support I need from colleagues.	44,347	27%	50%	16%			76%	-3%
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion. ^Q	44,266	9%	35%	36%	12%	8%	44%	-15%

Q Indicates a change in question wording from 2010 survey.

11.1 Unfair discrimination

As Table 6 shows, 8% of staff who replied to the survey reported that they had experienced unfair discrimination during the past 12 months from their manager (Q6d). Also, 8% of respondents reported that they had experienced unfair discrimination during the past 12 months 'from other colleagues' (Q6e).

Only one in three of those respondents who had experienced unfair discrimination in the past 12 months said that they had reported it (Q6f). Only around one in four of these (27%) stated that they were satisfied with the response. The most common reason for not reporting was 'I felt nothing would happen', followed by 'I feared what would happen if I did report it' and 'I was concerned about confidentiality'. It should be noted that respondents may have agreed with all, some or none of the reasons listed.

In summary, for the minority of staff who had experienced unfair discrimination in the past 12 months, just one in three had gone on to report it and just over one in four of these were satisfied with the response they received.

Table 6: Response to questions relating to unfair discrimination.

Question	N Responses	Response		% Positive 2013	Change from 2010
		Yes	No		
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? ^Q	44,337	8%	92%	92%	+1%
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? ^Q	44,308	8%	92%	92%	0%
Staff who said they had experienced unfair discrimination were asked:					
Q6f. Did you report the unfair discrimination you experienced? ^Q	5,661	34%	66%	34%	+2%
Staff who said they had reported the unfair discrimination were asked:					
Q6g. Were you satisfied with the response you received? ^Q	1,907	27%	73%	27%	N/A
Staff who said they had not reported the unfair discrimination were asked to provide the reason(s) for non-reporting:^Q					
Unaware of how to report it		26%			
Thought it would take too much time to report it		31%			
Thought it would take too long for anything to be done		56%			
Concerned about confidentiality		80%			
Feared what would happen if I did report it		80%			
Felt nothing would happen		91%			

Q Indicates a change in question wording from 2010 survey.

N/A Indicates that direct comparison with 2010 was not possible.

12. Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

All staff should be provided with a safe working environment. Employers have a duty (and a legal requirement) to protect the health, safety and welfare of their employees in the workplace. The fifth element of the NHS Staff Governance Standard states that staff are to be 'Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community'. In this section of the survey, staff were asked for their views in relation to the above.

Two statements within this Staff Governance strand showed an improvement in percentage positive response in 2013 compared to 2010, see Table 7. The first of these was: 'I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff' (Q7c), which increased by two percentage points to 52%. The second was: 'There are enough staff for me to do my job properly' (Q7b), which received a positive response from 31% of survey respondents in 2013 (up three percentage points on 2010). Due to a change in question wording in 2013, direct comparison with 2010 is not possible for Q7a 'I can meet all the conflicting demands on my time at work' (see details in Appendix F).

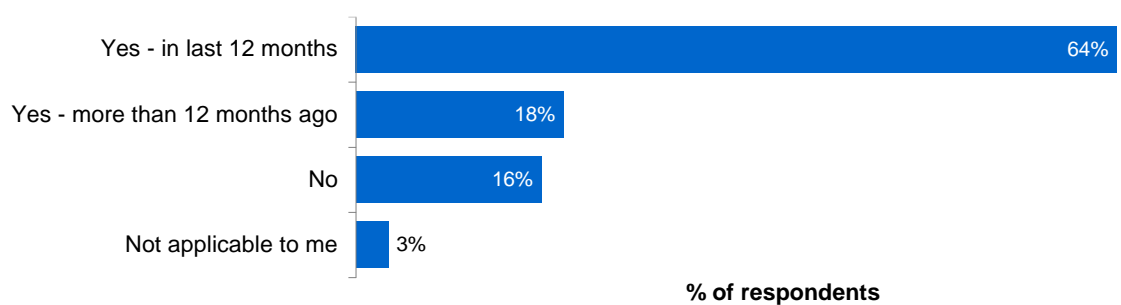
Across NHS Boards, there was a range in the percentage of positive responses for these three questions (see details in Appendix B). Executive Grades/Senior Managers who responded to the survey were the most likely to agree 'I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff' (76%) and Ambulance Vehicle Crew who responded to the survey the least likely to do so (28%). Medical/Dental Support staff who responded to the survey were the most likely to agree 'There are enough staff for me to do my job properly' (46%). Ambulance Management staff who responded were the least likely to agree with this previous statement (11%) and also the least likely to agree 'I can meet all the conflicting demands on my time at work' (see details in Appendix C).

Table 7 also shows that more than eight out of ten staff who responded to the survey said they had received health and safety training paid for or provided by their NHS Board. This was two percentage points higher than reported in 2010. Across NHS Boards, this ranged from 53% to 95% (see Appendix B). Qualified/Registered AHP (Allied Health Profession) staff who responded to the survey were the most likely to have undertaken such training (93%) and Ambulance EMDC staff the least likely to have done so (19%), see Appendix C.

In summary, the two statements in this section for which comparisons could be made with the 2010 survey (Q7c and Q7b) both showed a small (plus two and plus three) percentage points increase in positive response in 2013. More than eight out of ten staff who responded to the survey had undertaken health and safety training that was paid for or provided by their Board and this too was higher than in 2010.

Table 7: Response to questions relating to the 'Provided with a Continuously Improving and Safe Working Environment' Staff Governance dimension.

Question	N Responses	Response					% Positive 2013	Change from 2010
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
Q7a. I can meet all the conflicting demands on my time at work. ^Q	44,314	6%	36%	22%	27%	9%	42%	N/A
Q7b. There are enough staff for me to do my job properly.	44,330		27%	22%	30%	17%	31%	+3%
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	44,328	10%	41%	21%	17%	10%	52%	+2%
Q7d. Have you had any Health & Safety training paid for or provided by your Board? ¹								



1 Of the respondents to which this question was applicable, 84% indicated that they had received Health & Safety training, either within the last 12 months or more than 12 months ago. In the 2010 survey the equivalent percentage was 82%.

Q Indicates a change in question wording from 2010 survey.

N/A Indicates that direct comparison with 2010 was not possible.

12.1 Bullying/harassment

In the survey, staff were asked if they had experienced bullying/harassment in the past 12 months from their manager or from other colleagues. Table 8 shows that, 11% of staff who responded to the survey said that they had experienced bullying/harassment from their manager (Q7e) and 15% of respondents said that they had experienced bullying/harassment from other colleagues (Q7f). In both cases, there was a slight increase in the percentage of respondents experiencing bullying and harassment compared to 2010. When interpreting this difference please note that there was a change in the format of these questions between 2013 and 2010 (see Table 8 footnotes for more details).

The percentage of respondents who had experienced bullying/harassment from their manager or from other colleagues in the past 12 months varied across NHS Boards: between 5% and 26% for the former and between 11% and 30% for the latter (see Appendix B for more details).

Maintenance/Estates staff who responded to the survey along with Ambulance Vehicle Crew were the most likely to say that they had experienced bullying/harassment from their manager (18%). Doctors in training were the least likely to do so (4%). Ambulance Vehicle Crew who responded to the survey were the most likely to say that they had experienced this from other colleagues (23%), whilst the least likely to do so (9%) were respondents from the Other Personal & Social Care staff group (see Appendix C for more details).

Of those respondents who said that they had experienced bullying/harassment, 36% said they had reported it (Q7g). This was three percentage points higher than the level of reporting in 2010, however it should be noted that the wording of this question changed slightly in 2013. Across NHS Boards, the level of reporting ranged from 26% to 46% (see Appendix B for more details). The most commonly identified reasons for non-reporting were: 'I felt nothing would happen' (87%); 'I feared what would happen if I did report it' (80%) and 'I was concerned about confidentiality' (78%), see Table 8.

Less than four in ten respondents who reported the bullying/harassment they experienced were satisfied with the response they received.

In summary, of the staff responding to the survey, a small but notable percentage reported that they had experienced bullying/harassment in the past 12 months from their manager and/or from other colleagues. In both cases, this was a slight increase when compared to 2010. The level of reporting of bullying/harassment increased slightly in 2013, although remained below 40%. Of those who did report the bullying/harassment they experienced, less than 40% were satisfied with the response they received. The most commonly identified reasons for not reporting the bullying/harassment were because respondents felt that nothing would happen, they feared what would happen if they did report it and/or they had concerns about confidentiality.

Table 8: Response to questions relating to bullying and harassment.

Question	N Responses	Response		% Positive 2013	Change from 2010
		Yes	No		
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? ^Q	44,322	11%	89%	89%	-1%
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? ^Q	44,271	15%	85%	85%	-2%
Staff who said they had experienced bullying / harassment were asked:		Yes	No		
Q7g. Did you report the bullying / harassment you experienced? ^Q	9,716	36%	64%	36%	+3%
Staff who said they had reported the bullying / harassment were asked:					
Q7h. Were you satisfied with the response you received? ^Q	3,529	37%	63%	37%	N/A
Staff who said they had not reported the bullying / harassment were asked to provide the reason(s) for non-reporting:^Q					
		Unaware of how to report it	20%		
		Thought it would take too much time to report it	28%		
		Thought it would take too long for anything to be done	50%		
		Concerned about confidentiality	78%		
		Feared what would happen if I did report it	80%		
		Felt nothing would happen	87%		
		% of respondents who agreed			

^Q Indicates a change in question wording from 2010 survey. In the 2010 survey, Q7e and Q7f were covered by one two-part question. Part 1 asked staff if they had experienced bullying or harassment in the past 12 months while working for their Board. Part 2 asked them to identify, from a list of response options, the source(s) of the bullying/harassment. The 2010 comparison figures have been derived from an analysis of the results from these two questions combined (see Appendix F for more details).

N/A Indicates that direct comparison with 2010 was not possible.

12.2 Emotional/verbal abuse and physical violence

In the survey, staff were asked if they had experienced emotional/verbal abuse and/or physical violence from patients/service users or other members of the public in the past 12 months.

Table 9 shows that, approximately one in three staff who responded to the survey said that they had experienced 'emotional/verbal abuse' (Q7o) and approximately one in ten had experienced 'physical violence' (Q7p). Nine per cent of respondents who experienced abuse or violence described it as 'discriminatory' in nature. Comparable 2010 data were not available for any of the questions in this section (see Appendix F for more details).

Of those respondents who said they had experienced abuse or violence, half had reported it (Q7r). Two out of three staff who had reported the abuse/violence were satisfied with the response received (Q7s). For those who had failed to report, most commonly this was because they 'felt nothing would happen'.

There was variation between NHS Boards, particularly the Special Boards, in the percentage of respondents who said that they had experienced emotional/verbal abuse or physical violence in the past 12 months from patients, service users or other members of the public (see details in Appendix B). The level of reporting also varied widely across Boards.

Ambulance EMDC staff who responded to the survey were the most likely to say that they had experienced emotional or verbal abuse from patients/service users or the public in the past 12 months (75%) and Health Promotion staff the least likely to do so (10%). Ambulance Vehicle Crew who responded to the survey were the most likely to say that they had experienced physical violence from patients/service users or the public in the past 12 months (31%), see Appendix C for more details.

In summary, of the staff responding to the survey, a small but notable percentage reported that they had experienced physical violence in the past 12 months and approximately one third of respondents stated that they had experienced emotional/verbal abuse. Half of those who had experienced abuse/violence had reported it. Two thirds of those who reported the abuse/violence they experienced said that they were satisfied with the response. The most common reason for non-reporting was because respondents felt that nothing would happen if they did report it.

Table 9: Response to questions relating to emotional / verbal abuse and physical violence.¹

Question	N Responses	Response		% Positive 2013	Change from 2010
		Yes	No		
Q7o. During the past 12 months, have you experienced emotional / verbal abuse from patients / service users or other members of the public? ^Q	44,247	32%	68%	68%	N/A
Q7p. During the past 12 months, have you experienced physical violence from patients / service users or other members of the public? ^Q	44,208	9%	91%	91%	N/A
Staff who said they had experienced abuse / violence were asked:		Yes	No		
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced? ^Q	14,381	50%	50%	50%	N/A
Staff who said they had reported the abuse / violence were asked:					
Q7s. Were you satisfied with the response you received? ^Q	7,240	66%	34%	66%	N/A
Staff who said they had not reported the abuse / violence were asked to provide the reason(s) for non-reporting:^Q					
Unaware of how to report it		14%			
Feared what would happen if I did report it		16%			
Concerned about confidentiality		24%			
Thought it would take too much time to report it		36%			
Thought it would take too long for anything to be done		37%			
Felt nothing would happen		64%			

1 Of the respondents who experienced abuse and/or violence, 9% reported that it was discriminatory in nature. This question (Q7q) was not asked in 2010.

Q Indicates a change in question wording from 2010 survey.

N/A Indicates that direct comparison with 2010 was not possible.

13. References

- 1 ORC International (2009) NHS Scotland Staff Opinion Survey 2008 highlights report for: NHS Scotland
<http://www.scotland.gov.uk/Resource/Doc/924/0076459.pdf>
- 2 Bacon, N and Hoque, K (2011) NHSScotland 2010 Staff Survey – Highlights report
<http://www.scotland.gov.uk/Resource/Doc/924/0112757.pdf>
- 3 Scottish Government (2012) NHSScotland Staff Governance Standard (4th Edition) - A Framework for NHSScotland organisations and employees
<http://www.staffgovernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard/>
- 4 Scottish Government (2010) The Healthcare Quality Strategy for NHSScotland
<http://www.scotland.gov.uk/Topics/Health/Policy/Quality-Strategy>
- 5 Patient Rights (Scotland) Act 2011.asp5. Edinburgh: The Stationery Office
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- 6 Scottish Government/NHSScotland (2011) Achieving Sustainable Quality in Scotland's Healthcare – a 20:20 Vision
<http://www.scotland.gov.uk/Topics/Health/Policy/2020-Vision>
- 7 Scottish Government (2013) Everyone Matters: 2020 Workforce Vision
<http://www.workforcevision.scot.nhs.uk/wp-content/uploads/2013/06/2020-Workforce-Vision-booklet-final-pdf-June-2013.pdf>
- 8 ISD Scotland (2013) NHS Scotland Workforce: data as at 30 June 2013
<https://isdscotland.scot.nhs.uk/Health-Topics/Workforce/Publications/2013-08-27/2013-08-27-Workforce-Report.pdf?73006838561>

Appendix A: Sample Profile

Figure 5a: Characteristics of NHSScotland staff who responded to the survey (employment profile).

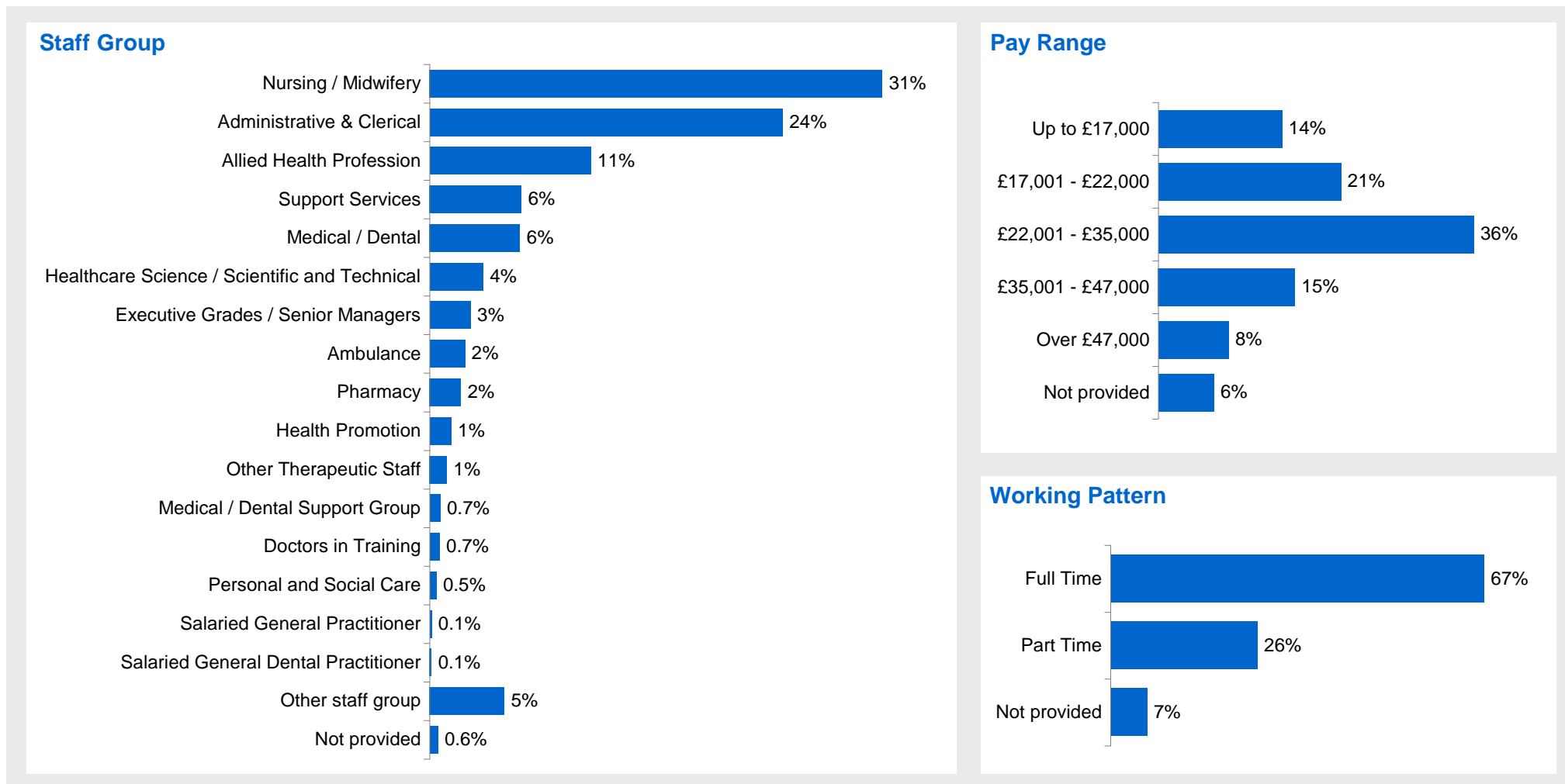
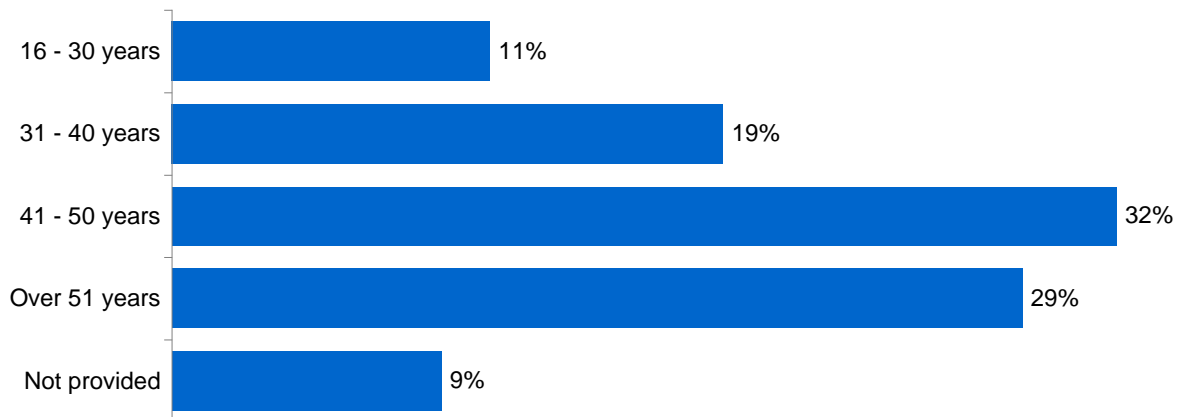
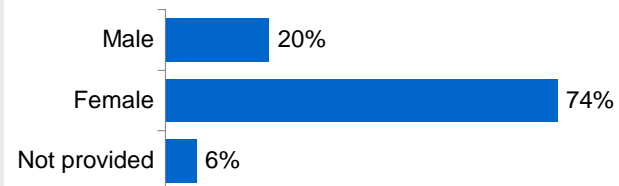


Figure 5b: Characteristics of NHSScotland staff who responded to the survey (socio-demographic profile).

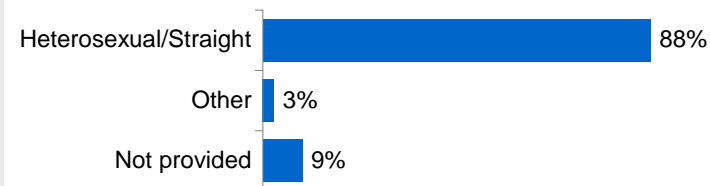
Age Group



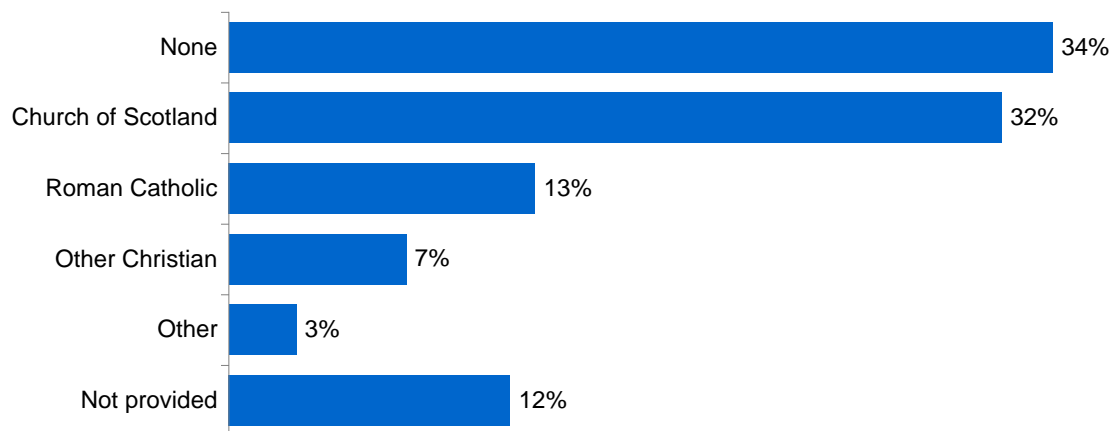
Gender



Sexual Preference



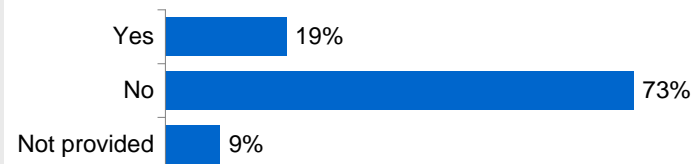
Religion



Ethnicity



Disability lasting at least 12 months



Appendix B: Results by NHS Board

- Indicates that fewer than ten respondents answered this question.

Table 10: Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q8a. Care of patients / service users is my Board's top priority.	55	61	53	63	49	49	53	52	56	55	51	52
Q8b. I am able to do my job to a standard I am personally pleased with.	63	65	64	66	63	57	61	59	66	66	61	62
Q8c. I am happy to go the 'extra mile' at work when required.	87	88	88	90	86	86	87	85	89	89	88	86
Q8d. I would recommend my Board as a good place to work.	50	58	51	59	45	47	49	45	53	54	46	48
Q8e. I still intend to be working within my Board in 12 months time.	75	83	76	82	74	74	73	74	77	79	74	75
Q8f. I am satisfied with the sense of achievement I get from work.	60	62	62	65	59	59	59	56	64	62	61	59

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q8a. Care of patients / service users is my Board's top priority.	55	47	57	67	57	39	59	60	77	77	39	65
Q8b. I am able to do my job to a standard I am personally pleased with.	63	59	71	76	72	64	74	69	79	76	62	62
Q8c. I am happy to go the 'extra mile' at work when required.	87	85	87	84	93	90	96	87	92	84	83	71
Q8d. I would recommend my Board as a good place to work.	50	42	53	66	65	50	56	59	77	56	33	38
Q8e. I still intend to be working within my Board in 12 months time.	75	73	67	81	68	52	61	73	79	66	71	72
Q8f. I am satisfied with the sense of achievement I get from work.	60	58	65	70	66	52	56	55	70	59	61	50

Table 11: Percentage of positive responses to questions relating to the 'Well Informed' Staff Governance dimension, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q3a. I am kept well informed about what is happening in my Board.	48	54	47	52	35	46	44	52	44	52	43	48
Q3b. My line manager communicates effectively with me.	61	63	60	61	54	55	61	60	59	69	61	57
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	41	40	44	37	37	40	37	38	45	38	37
Q3d. I am clear what my duties and responsibilities are.	83	85	87	85	83	83	84	82	84	85	84	82
Q3e. I understand how my work fits into the overall aims of my Board.	66	72	71	71	65	62	65	65	65	71	64	59

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q3a. I am kept well informed about what is happening in my Board.	48	41	47	66	57	49	46	58	58	47	32	38
Q3b. My line manager communicates effectively with me.	61	59	69	70	72	69	72	66	62	70	43	52
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	34	47	58	42	30	32	39	43	41	23	30
Q3d. I am clear what my duties and responsibilities are.	83	76	83	87	81	78	74	82	88	90	76	77
Q3e. I understand how my work fits into the overall aims of my Board.	66	65	70	74	68	60	59	72	78	75	51	63

Table 12: Percentage of positive responses to questions relating to the 'Appropriately Trained and Developed' Staff Governance dimension, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	74	85	73	60	53	66	80	79	76	74	78
Staff who said they had taken part in a KSF development review or equivalent were asked:												
Q4b. Did it help you to improve how you do your job?	39	41	43	45	38	45	41	37	37	39	41	33
Q4c. Did it help you agree clear objectives for your work?	66	70	73	66	66	69	70	64	61	65	72	60
Q4d. Did you agree a Personal Development Plan or equivalent?	83	87	84	80	84	83	81	86	79	84	87	80
Staff who said that they had agreed a PDP were asked:												
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	78	73	77	77	77	79	71	77	77	76	78

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	52	59	38	81	91	75	82	70	75	53	75
Staff who said they had taken part in a KSF development review or equivalent were asked:												
Q4b. Did it help you to improve how you do your job?	39	50	38	57	47	47	43	35	41	44	26	42
Q4c. Did it help you agree clear objectives for your work?	66	72	63	72	76	70	76	66	70	61	46	68
Q4d. Did you agree a Personal Development Plan or equivalent?	83	83	76	82	88	88	84	83	86	57	65	86
Staff who said that they had agreed a PDP were asked:												
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	81	69	82	78	65	82	78	73	71	59	69

Table 13: Percentage of positive responses to questions relating to the 'Involved in Decisions' Staff Governance dimension, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q5a. Staff are always consulted about changes at work.	26	28	25	30	23	21	28	23	26	27	23	23
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	49	53	57	47	49	49	45	52	51	51	49
Q5c. I am confident my ideas or suggestions would be listened to.	37	38	40	44	38	37	38	33	40	40	39	38
Q5d. I have a choice in deciding what I do at work.	38	36	43	41	37	36	39	35	43	40	40	37

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q5a. Staff are always consulted about changes at work.	26	27	30	52	35	36	35	34	28	31	15	19
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	56	55	68	57	51	62	52	56	36	29	38
Q5c. I am confident my ideas or suggestions would be listened to.	37	42	43	59	45	34	42	37	40	26	18	28
Q5d. I have a choice in deciding what I do at work.	38	46	45	53	55	47	49	41	39	15	25	27

Table 14: Percentage of positive responses to questions relating to the 'Treated Fairly and Consistently' Staff Governance dimension, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q6a. My line manager encourages me at work.	59	61	61	62	52	53	59	55	59	64	60	56
Q6b. I get the help and support I need from colleagues.	76	78	80	77	75	77	77	74	76	81	76	75
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	50	44	47	42	41	47	41	43	45	43	41

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q6a. My line manager encourages me at work.	59	64	70	73	75	73	73	63	58	69	40	51
Q6b. I get the help and support I need from colleagues.	76	78	75	79	79	80	76	76	76	82	66	77
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	40	46	57	52	48	47	51	52	40	24	30

Table 15: Percentage of positive responses to questions relating to unfair discrimination, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	94	95	93	90	91	93	92	93	92	92	90
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	93	93	92	92	92	92	91	92	93	91	90
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	34	41	33	33	31	31	34	37	35	34	38
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	29	38	24	30	27	26	26	26	29	33	21

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	97	89	96	96	96	95	94	93	91	84	78
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	93	82	91	95	92	95	94	90	93	86	80
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	35	24	29	22	37	35	32	29	39	31	25
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	-	15	53	-	10	-	30	50	18	13	14

Table 16: Percentage of positive responses to questions relating to the 'Provided with a Continuously Improving and Safe Working Environment' Staff Governance dimension, by NHS Board.

Question	NHSScotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q7a. I can meet all the conflicting demands on my time at work.	42	41	41	47	44	33	39	40	42	42	39	40
Q7b. There are enough staff for me to do my job properly.	31	29	29	37	30	24	28	28	33	32	28	30
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	51	55	57	53	50	55	48	55	55	52	50
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	90	90	93	89	78	80	80	84	89	90	89

Question	NHSScotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q7a. I can meet all the conflicting demands on my time at work.	42	40	45	57	52	49	54	52	52	62	35	44
Q7b. There are enough staff for me to do my job properly.	31	29	35	54	44	42	45	42	40	45	22	29
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	49	50	65	55	52	61	56	57	45	35	33
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	90	88	86	87	95	70	78	92	57	53	83

Table 17: Percentage of positive responses to questions relating to bullying and harassment, by NHS Board.

Question	NHS Scotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	91	93	92	86	89	91	88	90	91	88	87
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	86	84	84	85	85	85	84	84	88	83	84
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	35	39	36	35	33	41	36	37	35	39	42
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	38	42	40	38	39	36	34	39	43	38	33

Question	NHS Scotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	94	86	95	93	88	93	91	90	89	82	74
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	86	70	86	86	87	87	89	83	88	79	75
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	45	27	38	34	46	43	35	33	26	34	27
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	52	38	48	50	20	45	43	43	20	23	34

Table 18: Percentage of positive responses to questions relating to emotional / verbal abuse and physical violence, by NHS Board.

Question	NHS Scotland	Mainland Boards										
		Ayrshire & Arran	Borders	Dumfries & Galloway	Fife	Forth Valley	Grampian	Greater Glasgow & Clyde	Highland	Lanarkshire	Lothian	Tayside
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	67	68	70	63	59	67	68	70	66	64	69
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	91	89	91	89	89	90	93	93	93	90	91
Staff who said they had experienced abuse and / or physical violence were asked:												
Q7q. Was it discriminatory in nature? (% answering 'No')	91	91	92	94	92	92	89	91	93	93	92	90
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	51	65	51	52	52	51	49	55	52	52	51
Staff who said they had reported the abuse and / or physical violence were asked:												
Q7s. Were you satisfied with the response you received?	66	67	80	75	64	67	65	61	71	63	69	71

Question	NHS Scotland	Island Boards			National Bodies / Special Boards							
		Orkney	Shetland	Western Isles	Education for Scotland	Health Scotland	Healthcare Improvement Scotland	National Services Scotland	National Waiting Times Centre	NHS24	Scottish Ambulance Service	State Hospitals Board for Scotland
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	82	71	79	98	96	98	93	84	47	41	50
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	97	95	96	100	100	100	100	98	98	80	73
Staff who said they had experienced abuse and / or physical violence were asked:												
Q7q. Was it discriminatory in nature? (% answering 'No')	91	88	92	95	-	100	-	94	92	89	82	72
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	57	55	64	-	82	-	39	29	31	38	74
Staff who said they had reported the abuse and / or physical violence were asked:												
Q7s. Were you satisfied with the response you received?	66	61	67	71	-	-	-	75	72	57	41	65

Appendix C: Results by Staff Group

- Indicates that fewer than ten respondents answered this question.

Table 19: Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q8a. Care of patients / service users is my Board's top priority.	55	53	45	59	49	48	50	53	56	62	61	53	56	38	29
Q8b. I am able to do my job to a standard I am personally pleased with.	63	55	53	70	57	62	67	66	69	74	63	68	53	60	64
Q8c. I am happy to go the 'extra mile' at work when required.	87	91	85	85	85	88	91	89	87	85	85	90	87	87	81
Q8d. I would recommend my Board as a good place to work.	50	51	41	52	47	47	56	52	51	55	51	58	52	31	25
Q8e. I still intend to be working within my Board in 12 months time.	75	77	74	79	66	75	54	71	69	77	74	74	77	66	75
Q8f. I am satisfied with the sense of achievement I get from work.	60	60	55	63	61	65	71	66	53	64	58	73	68	52	65

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q8a. Care of patients / service users is my Board's top priority.	55	52	57	48	61	-	59	52	59	68	81	59	66	63
Q8b. I am able to do my job to a standard I am personally pleased with.	63	60	73	57	72	-	73	69	55	76	68	69	75	72
Q8c. I am happy to go the 'extra mile' at work when required.	87	84	84	87	90	-	91	90	78	85	95	88	92	89
Q8d. I would recommend my Board as a good place to work.	50	43	45	50	60	-	53	44	40	58	70	54	64	56
Q8e. I still intend to be working within my Board in 12 months time.	75	73	73	76	77	-	81	71	68	81	79	74	76	74
Q8f. I am satisfied with the sense of achievement I get from work.	60	55	57	63	69	-	74	76	48	64	72	57	70	60

Table 20: Percentage of positive responses to questions relating to the 'Well Informed' Staff Governance dimension, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q3a. I am kept well informed about what is happening in my Board.	48	63	42	40	31	38	37	45	44	46	56	60	58	17	23
Q3b. My line manager communicates effectively with me.	61	71	60	57	38	51	50	53	47	55	65	71	60	41	35
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	45	36	43	27	27	26	48	22	37	43	45	39	15	18
Q3d. I am clear what my duties and responsibilities are.	83	89	85	85	81	87	92	89	75	82	80	88	72	75	78
Q3e. I understand how my work fits into the overall aims of my Board.	66	72	62	71	62	58	58	66	51	69	67	65	61	61	44

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q3a. I am kept well informed about what is happening in my Board.	48	43	33	55	55	-	31	36	34	40	82	50	61	48
Q3b. My line manager communicates effectively with me.	61	55	56	68	72	-	46	42	41	53	80	61	73	64
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	36	39	39	48	-	31	38	26	44	64	39	46	40
Q3d. I am clear what my duties and responsibilities are.	83	81	77	89	86	-	74	73	68	82	89	79	85	82
Q3e. I understand how my work fits into the overall aims of my Board.	66	59	61	64	72	-	56	62	57	74	88	68	76	70

Table 21: Percentage of positive responses to questions relating to the 'Appropriately Trained and Developed' Staff Governance dimension, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	79	72	68	18	85	90	89	71	74	74	76	53	22	63
Staff who said they had taken part in a KSF development review or equivalent were asked:															
Q4b. Did it help you to improve how you do your job?	39	38	37	51	59	38	61	51	54	34	34	42	47	31	19
Q4c. Did it help you agree clear objectives for your work?	66	68	67	71	73	62	83	64	77	61	68	72	68	47	37
Q4d. Did you agree a Personal Development Plan or equivalent?	83	88	87	85	80	91	89	96	97	78	82	88	74	60	63
Staff who said that they had agreed a PDP were asked:															
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	80	75	77	72	74	91	77	74	69	81	74	68	48	55

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	77	70	83	86	-	31	35	44	64	86	70	84	70
Staff who said they had taken part in a KSF development review or equivalent were asked:														
Q4b. Did it help you to improve how you do your job?	39	28	29	42	46	-	69	68	25	48	59	34	51	44
Q4c. Did it help you agree clear objectives for your work?	66	61	61	77	75	-	85	83	49	64	83	60	74	66
Q4d. Did you agree a Personal Development Plan or equivalent?	83	86	82	91	85	-	78	76	67	71	80	76	85	76
Staff who said that they had agreed a PDP were asked:														
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	66	70	75	73	-	80	76	64	78	89	74	86	75

Table 22: Percentage of positive responses to questions relating to the 'Involved in Decisions' Staff Governance dimension, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q5a. Staff are always consulted about changes at work.	26	29	21	30	22	18	18	31	18	23	27	26	34	11	7
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	64	45	41	24	45	33	53	45	39	58	60	62	21	19
Q5c. I am confident my ideas or suggestions would be listened to.	37	48	32	33	22	30	27	45	33	32	47	45	48	11	8
Q5d. I have a choice in deciding what I do at work.	38	48	31	25	29	38	28	39	38	26	47	53	52	12	17

Question	NHSScotland	Healthcare Science / Technical	Allied Health Profession	Personal & Social Care	Support Services	Other								
		Registered / Qualified Support	Qualified / Registered AHP Support / Helpers / Instructors	Registered Social Worker Social Care Support Other Personal & Social Care	Maintenance / Estates Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff					
Q5a. Staff are always consulted about changes at work.	26	24	29	25	31	-	20	29	23	33	59	26	33	29
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	54	43	57	54	-	29	31	34	39	85	49	61	48
Q5c. I am confident my ideas or suggestions would be listened to.	37	37	32	41	47	-	27	35	24	31	73	38	48	37
Q5d. I have a choice in deciding what I do at work.	38	35	29	44	36	-	21	34	38	28	75	40	56	37

Table 23: Percentage of positive responses to questions relating to the 'Treated Fairly and Consistently' Staff Governance dimension, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q6a. My line manager encourages me at work.	59	69	58	56	43	50	58	48	45	54	61	73	63	39	31
Q6b. I get the help and support I need from colleagues.	76	80	79	73	74	79	88	77	73	69	73	86	67	70	65
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	51	37	40	39	48	56	45	49	38	57	57	42	30	17

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q6a. My line manager encourages me at work.	59	53	46	66	68	-	49	51	43	51	81	58	76	63
Q6b. I get the help and support I need from colleagues.	76	68	74	83	82	-	71	76	66	68	82	74	84	75
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	44	39	52	43	-	44	40	32	45	71	41	54	43

Table 24: Percentage of positive responses to questions relating to unfair discrimination, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	94	91	89	95	95	97	97	93	92	93	93	91	89	81
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	92	91	88	89	93	92	94	91	93	93	95	92	91	83
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	40	33	37	7	32	42	-	-	42	26	43	11	25	32
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	33	25	30	-	28	55	-	-	22	48	38	-	-	10

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	89	88	95	95	-	92	94	86	90	97	92	92	91
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	91	87	95	92	-	93	91	90	90	95	92	91	91
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	27	30	26	29	-	42	-	33	36	28	36	44	31
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	33	16	28	41	-	-	-	13	24	5	29	30	27

Table 25: Percentage of positive responses to questions relating to the 'Provided with a Continuously Improving and Safe Working Environment' Staff Governance dimension, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q7a. I can meet all the conflicting demands on my time at work.	42	27	32	50	37	33	44	32	36	55	38	47	20	48	32
Q7b. There are enough staff for me to do my job properly.	31	22	24	28	19	27	36	29	36	46	29	30	11	27	20
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	61	48	51	46	52	57	62	45	49	60	54	52	34	28
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	90	88	89	82	72	59	38	83	88	84	88	73	19	61

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q7a. I can meet all the conflicting demands on my time at work.	42	33	48	29	53	-	57	47	42	55	39	54	57	55
Q7b. There are enough staff for me to do my job properly.	31	21	33	20	39	-	38	37	25	39	36	42	43	39
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	49	47	54	57	-	53	69	41	51	76	50	55	52
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	90	85	93	92	-	81	77	84	84	83	80	91	77

Table 26: Percentage of positive responses to questions relating to bullying and harassment, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	90	87	88	94	91	96	95	87	87	91	92	89	85	82
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	82	82	83	86	86	84	90	87	87	87	89	82	83	77
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	36	34	39	25	33	32	-	25	38	37	40	26	43	35
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	37	37	34	30	39	56	-	-	26	38	44	-	18	18

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	87	87	92	93	-	89	94	82	88	93	90	89	90
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	82	79	88	86	-	90	91	85	84	86	86	87	86
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	31	34	37	42	-	35	70	33	41	41	39	41	32
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	34	26	42	45	-	-	-	32	34	39	38	35	37

Table 27: Percentage of positive responses to questions relating to emotional / verbal abuse and physical violence, by staff group.

Question	NHSScotland	Nursing & Midwifery				Medical / Dental & Medical / Dental Support							Ambulance		
		Ward Manager / Senior Charge Nurse	Registered Nurse / Midwife	Auxiliary / Support	Nurse Bank	Medical / Dental	Doctors in training	Salaried General Practitioner	Salaried General Dental Practitioner	Medical / Dental Support	Pharmacy	Other Therapeutic	Ambulance Management	Ambulance EMDC	Ambulance Vehicle Crew
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	45	49	50	51	67	65	50	62	79	86	81	62	25	28
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	84	81	72	70	96	92	98	98	98	99	98	91	99	69
Staff who said they had experienced abuse and / or physical violence were asked:															
Q7q. Was it discriminatory in nature? (% answering 'No')	91	94	90	83	82	93	87	97	90	94	95	94	86	83	82
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	60	60	68	58	26	21	53	38	41	30	53	31	36	38
Staff who said they had reported the abuse and / or physical violence were asked:															
Q7s. Were you satisfied with the response you received?	66	72	61	66	62	68	87	76	-	57	74	90	47	25	42

Question	NHSScotland	Healthcare Science / Technical		Allied Health Profession		Personal & Social Care			Support Services		Other			
		Registered / Qualified	Support	Qualified / Registered AHP	Support / Helpers / Instructors	Registered Social Worker	Social Care Support	Other Personal & Social Care	Maintenance / Estates	Other Support Service	Executive Grades / Senior Managers	Administrative & Clerical	Health Promotion	Other Staff
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	88	81	68	77	-	63	72	87	83	83	81	90	79
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	99	92	96	95	-	91	91	98	96	98	99	99	98
Staff who said they had experienced abuse and / or physical violence were asked:														
Q7q. Was it discriminatory in nature? (% answering 'No')	91	93	88	95	90	-	90	88	84	84	93	94	88	90
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	29	34	41	54	-	78	71	26	43	46	44	65	40
Staff who said they had reported the abuse and / or physical violence were asked:														
Q7s. Were you satisfied with the response you received?	66	65	65	77	85	-	60	83	44	54	80	69	67	71

Appendix D: Results by Employment and Socio-Demographic Groups

- Indicates that fewer than ten respondents answered this question.

Table 28: Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q8a. Care of patients / service users is my Board's top priority.	55	63	56	50	55	61	55	55	61	53	55	58	55	56
Q8b. I am able to do my job to a standard I am personally pleased with.	63	76	69	59	58	64	62	68	71	65	62	66	63	65
Q8c. I am happy to go the 'extra mile' at work when required.	87	88	86	86	90	91	86	89	90	87	87	89	83	89
Q8d. I would recommend my Board as a good place to work.	50	59	51	47	51	58	49	54	60	53	51	52	47	53
Q8e. I still intend to be working within my Board in 12 months time.	75	78	76	74	77	78	75	79	70	75	79	79	71	78
Q8f. I am satisfied with the sense of achievement I get from work.	60	65	59	58	61	69	59	63	63	60	60	64	58	62

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q8a. Care of patients / service users is my Board's top priority.	55	53	59	58	58	54	56	50	56	66	52	57
Q8b. I am able to do my job to a standard I am personally pleased with.	63	63	67	66	65	64	65	58	64	69	59	66
Q8c. I am happy to go the 'extra mile' at work when required.	87	87	89	89	89	85	88	84	88	88	84	89
Q8d. I would recommend my Board as a good place to work.	50	50	54	55	55	48	52	46	52	59	45	54
Q8e. I still intend to be working within my Board in 12 months time.	75	74	81	78	77	70	77	67	77	73	73	77
Q8f. I am satisfied with the sense of achievement I get from work.	60	59	64	63	66	60	62	55	61	66	56	63

Table 29: Percentage of positive responses to questions relating to the 'Well Informed' Staff Governance dimension, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q3a. I am kept well informed about what is happening in my Board.	48	43	44	46	59	59	49	48	47	49	50	50	46	50
Q3b. My line manager communicates effectively with me.	61	58	58	61	67	66	61	63	65	63	62	61	59	63
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	44	39	36	42	43	38	41	42	39	40	41	37	41
Q3d. I am clear what my duties and responsibilities are.	83	83	81	83	85	89	83	86	87	84	85	84	81	85
Q3e. I understand how my work fits into the overall aims of my Board.	66	71	67	63	69	72	66	68	71	66	67	69	63	68

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q3a. I am kept well informed about what is happening in my Board.	48	46	51	52	53	43	49	43	49	47	44	50
Q3b. My line manager communicates effectively with me.	61	60	63	65	65	59	62	60	62	62	57	63
Q3c. When changes are made at work, I am clear how they will work out in practice.	39	38	43	43	41	37	40	37	40	43	36	41
Q3d. I am clear what my duties and responsibilities are.	83	84	85	84	87	82	84	83	84	85	80	85
Q3e. I understand how my work fits into the overall aims of my Board.	66	66	70	69	67	63	68	60	67	70	63	68

Table 30: Percentage of positive responses to questions relating to the 'Appropriately Trained and Developed' Staff Governance dimension, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	62	69	74	78	86	74	73	66	73	75	73	72	73
Staff who said they had taken part in a KSF development review or equivalent were asked:														
Q4b. Did it help you to improve how you do your job?	39	48	38	37	38	46	39	40	50	41	38	40	41	40
Q4c. Did it help you agree clear objectives for your work?	66	67	63	66	69	72	66	68	75	70	66	66	63	68
Q4d. Did you agree a Personal Development Plan or equivalent?	83	73	79	85	86	88	84	82	84	85	83	82	82	84
Staff who said that they had agreed a PDP were asked:														
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	76	73	74	79	81	76	75	78	76	76	76	74	77

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal, PDP meeting or equivalent?	73	72	74	74	72	72	73	69	73	76	71	74
Staff who said they had taken part in a KSF development review or equivalent were asked:												
Q4b. Did it help you to improve how you do your job?	39	37	41	44	46	46	40	40	40	61	38	40
Q4c. Did it help you agree clear objectives for your work?	66	65	68	69	72	66	67	66	67	75	63	68
Q4d. Did you agree a Personal Development Plan or equivalent?	83	83	83	83	85	82	83	81	83	83	81	84
Staff who said that they had agreed a PDP were asked:												
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	75	76	77	77	78	73	76	76	76	75	72	77

Table 31: Percentage of positive responses to questions relating to the 'Involved in Decisions' Staff Governance dimension, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q5a. Staff are always consulted about changes at work.	26	31	25	22	28	35	26	26	30	26	26	28	27	26
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	41	43	48	62	65	50	48	48	51	51	51	49	50
Q5c. I am confident my ideas or suggestions would be listened to.	37	34	33	35	46	50	38	37	37	38	39	39	36	39
Q5d. I have a choice in deciding what I do at work.	38	29	31	36	51	57	39	36	34	37	39	42	40	38

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q5a. Staff are always consulted about changes at work.	26	24	28	29	29	24	27	24	26	32	23	27
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	49	49	51	49	55	46	50	45	50	47	45	52
Q5c. I am confident my ideas or suggestions would be listened to.	37	37	40	39	43	36	38	34	38	38	33	40
Q5d. I have a choice in deciding what I do at work.	38	37	40	37	43	37	39	34	38	40	34	40

Table 32: Percentage of positive responses to questions relating to the 'Treated Fairly and Consistently' Staff Governance dimension, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q6a. My line manager encourages me at work.	59	56	54	60	66	66	59	60	64	62	60	58	58	60
Q6b. I get the help and support I need from colleagues.	76	75	74	77	79	82	76	79	81	78	77	77	74	78
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	43	38	42	51	62	44	44	55	49	44	42	44	45

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q6a. My line manager encourages me at work.	59	59	60	62	64	58	60	59	60	62	56	61
Q6b. I get the help and support I need from colleagues.	76	77	78	78	79	73	77	72	77	78	72	79
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	44	46	46	44	49	41	45	43	45	48	38	47

Table 33: Percentage of positive responses to questions relating to unfair discrimination, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	92	90	91	94	96	91	93	94	92	93	92	90	93
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	91	90	92	93	95	91	94	93	92	92	92	90	93
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	35	36	33	38	30	34	35	34	32	36	36	30	36
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	32	29	27	24	21	26	33	31	29	28	26	21	30

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q6d. During the past 12 months have you experienced unfair discrimination from your manager? (% answering 'No')	92	93	93	91	93	88	92	89	92	88	87	94
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues? (% answering 'No')	92	93	93	91	92	87	92	85	92	85	86	94
Staff who said they had experienced unfair discrimination were asked: Q6f. Did you report the unfair discrimination you experienced?	34	32	36	36	35	33	34	39	34	38	36	34
Staff who said they had reported the unfair discrimination were asked: Q6g. Were you satisfied with the response you received?	27	30	28	22	31	25	28	31	28	25	26	29

Table 34: Percentage of positive responses to questions relating to the 'Provided with a Continuously Improving and Safe Working Environment' Staff Governance dimension, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q7a. I can meet all the conflicting demands on my time at work.	42	60	53	38	31	32	41	45	55	44	39	43	43	43
Q7b. There are enough staff for me to do my job properly.	31	43	38	28	24	26	30	35	37	32	30	32	30	32
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	52	49	50	58	64	51	54	57	54	53	54	49	54
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	81	83	86	88	78	84	85	83	84	85	84	78	86

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q7a. I can meet all the conflicting demands on my time at work.	42	43	44	45	41	45	43	42	43	51	40	44
Q7b. There are enough staff for me to do my job properly.	31	31	32	33	34	30	32	29	32	38	28	32
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	52	53	55	53	57	48	53	50	53	52	46	55
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	84	84	86	83	85	81	84	78	84	79	82	85

Table 35: Percentage of positive responses to questions relating to bullying and harassment, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	91	89	88	90	93	89	92	93	91	90	89	88	91
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	87	85	84	84	87	84	88	88	86	84	86	85	85
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	40	38	37	36	36	37	37	37	36	38	38	30	39
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	36	36	37	37	43	36	40	40	37	38	38	31	39

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q7e. During the past 12 months have you experienced bullying / harassment from your manager? (% answering 'No')	89	90	91	89	90	87	90	87	90	88	84	92
Q7f. During the past 12 months have you experienced bullying / harassment from other colleagues? (% answering 'No')	85	86	86	85	84	79	85	78	85	79	78	87
Staff who said they had experienced bullying / harassment were asked: Q7g. Did you report the bullying / harassment you experienced?	36	35	38	40	38	39	37	42	37	40	38	37
Staff who said they had reported the bullying / harassment were asked: Q7h. Were you satisfied with the response you received?	37	35	39	35	45	35	38	35	38	35	35	39

Table 36: Percentage of positive responses to questions relating to emotional / verbal abuse and physical violence, by employment and socio-demographic groups.

Question	NHSScotland	Pay Range					Working Pattern		Age Group				Gender	
		Up to £17,000	£17,001 - £22,000	£22,001 - £35,000	£35,001 - £47,000	Over £47,000	Full Time	Part Time	16 - 30 years	31 - 40 years	41 - 50 years	51 years +	Male	Female
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	72	71	62	67	75	66	72	68	68	66	70	69	68
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	93	93	88	93	97	91	94	90	91	91	93	89	92
Staff who said they had experienced abuse and / or physical violence were asked:														
Q7q. Was it discriminatory in nature? (% answering 'No')	91	89	89	90	93	93	90	93	88	90	91	92	85	92
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	50	52	54	51	29	51	48	52	51	51	51	45	52
Staff who said they had reported the abuse and / or physical violence were asked:														
Q7s. Were you satisfied with the response you received?	66	69	66	64	69	76	64	73	66	65	67	68	59	68

Question	NHSScotland	Religion					Sexual Preference		Ethnicity		Disability (lasting at least 12 months)	
		None	Church of Scotland	Roman Catholic	Other Christian	Other	Heterosexual / Straight	Other	White	Other Ethnic Groups	Yes	No
Q7o. During the past 12 months have you experienced emotional / verbal abuse from patients / service users or other members of the public? (% answering 'No')	68	68	69	67	69	66	68	61	68	73	63	69
Q7p. During the past 12 months have you experienced physical violence from patients / service users or other members of the public? (% answering 'No')	91	91	92	92	94	88	92	86	91	92	90	92
Staff who said they had experienced abuse and / or physical violence were asked:												
Q7q. Was it discriminatory in nature? (% answering 'No')	91	92	92	88	89	84	91	83	91	63	88	92
Q7r. Did you report the emotional / verbal abuse or physical violence you experienced?	50	48	53	54	49	54	51	51	51	48	54	50
Staff who said they had reported the abuse and / or physical violence were asked:												
Q7s. Were you satisfied with the response you received?	66	66	68	64	71	60	67	60	67	56	63	68

Appendix E: Comparison with Previous Surveys

^Q Indicates a difference in question wording from the 2013 survey. N/A indicates that direct comparison for this question was not possible.

Table 37: Comparison to previous NHSScotland Staff Surveys (percentage of positive responses).

Question	2006	2008	2010	2013
Overall Experience				
Q8a. Care of patients/service users is my Board's top priority.	N/A	N/A	63	55
Q8b. I am able to do my job to a standard I am personally pleased with.	N/A	N/A	70	63
Q8c. I am happy to go the 'extra mile' at work when required.	N/A	85	88	87
Q8d. I would recommend my Board as a good place to work.	43 ^Q	55	58	50
Q8e. I still intend to be working within my Board in 12 months time.	70	77	79	75
Q8f. I am satisfied with the sense of achievement I get from work.	N/A	N/A	71 ^Q	60
Well Informed				
Q3a. I am kept well informed about what is happening in my Board.	41	49	58	48
Q3b. My line manager communicates effectively with me.	59 ^Q	N/A	62	61
Q3c. When changes are made at work, I am clear how they will work out in practice.	N/A	N/A	41	39
Q3d. I am clear what my duties and responsibilities are.	80 ^Q	80 ^Q	85	83
Q3e. I understand how my work fits into the overall aims of my Board.	N/A	N/A	76	66
Appropriately Trained and Developed				
Q4a. In the last 12 months, have you had a KSF development review, performance review, appraisal PDP meeting or equivalent?	47 ^Q	49 ^Q	70	73
Q4b. Did it help you to improve how you do your job?	N/A	N/A	44	39
Q4c. Did it help you agree clear objectives for your work?	N/A	N/A	72	66
Q4d. Did you agree a Personal Development Plan or equivalent?	N/A	N/A	87	83
Q4e. Have you received, or do you expect to receive, the training that was identified in that plan?	N/A	N/A	77	75
Involved in Decisions				
Q5a. Staff are always consulted about changes at work.	N/A	N/A	27	26
Q5b. I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	33 ^Q	49 ^Q	51	49
Q5c. I am confident my ideas or suggestions would be listened to.	29	45	39	37
Q5d. I have a choice in deciding what I do at work.	N/A	N/A	42	38

Table 37: Comparison to previous NHSScotland Staff Surveys (percentage of positive responses) (cont.).

Question	2006	2008	2010	2013
Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued				
Q6a. My line manager encourages me at work.	N/A	N/A	62	59
Q6b. I get the help and support I need from colleagues.	74 ^Q	76 ^Q	79	76
Q6c. My Board acts fairly and offers equality of opportunity with regard to career progression / promotion.	45 ^Q	62 ^Q	59 ^Q	44
Q6d. During the past 12 months have you experienced unfair discrimination from your manager?	N/A	N/A	91 ^Q	92
Q6e. During the past 12 months have you experienced unfair discrimination from other colleagues?	N/A	N/A	92 ^Q	92
Q6f. Did you report the unfair discrimination you experienced?	N/A	N/A	32 ^Q	34
Q6g. Were you satisfied with the response you received?	N/A	N/A	N/A	27
Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community				
Q7a. I can meet all the conflicting demands on my time at work.	N/A	N/A	N/A	42
Q7b. There are enough staff for me to do my job properly.	34 ^Q	N/A	28	31
Q7c. I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	N/A	N/A	50	52
Q7d. Have you had any Health & Safety training paid for or provided by your Board?	N/A	N/A	82	84
Q7e. During the past 12 months have you experienced bullying/harassment from your manager?	N/A	N/A	90 ^Q	89
Q7f. During the past 12 months have you experienced bullying/harassment from other colleagues?	N/A	N/A	87 ^Q	85
Q7g. Did you report the bullying / harassment you experienced?	N/A	N/A	33 ^Q	36
Q7h. Were you satisfied with the response you received?	N/A	N/A	N/A	37
Q7o. During the past 12 months have you experienced emotional/verbal abuse from patients/service users or other members of the public?	N/A	N/A	N/A	68
Q7p. During the past 12 months have you experienced physical violence from patients/service users or other members of the public?	N/A	N/A	N/A	91
Q7q. Was it discriminatory in nature?	N/A	N/A	N/A	91
Q7r. Did you report the emotional/verbal abuse or physical violence you experienced?	N/A	N/A	N/A	50
Q7s. Were you satisfied with the response you received?	N/A	N/A	N/A	66

Appendix F: Core Survey Questions (2013 compared with 2010)

Table 38: Core Survey questions (2013 and 2010 NHSScotland staff surveys).

No.	Question	Question Type	Positive Responses	Equivalent 2010 Question
Overall Experience				
8a	Care of patients/service users is my Board's top priority.	Top-level	Strongly agree; Agree	(Q28) Same as 2013.
8b	I am able to do my job to a standard I am personally pleased with.	Top-level	Strongly agree; Agree	(Q30) Same as 2013.
8c	I am happy to go the 'extra mile' at work when required.	Top-level	Strongly agree; Agree	(Q31) Same as 2013.
8d	I would recommend my Board as a good place to work.	Top-level	Strongly agree; Agree	(Q32) Same as 2013.
8e	I still intend to be working within my Board in 12 months time.	Top-level	Strongly agree; Agree	(Q33) Same as 2013.
8f	I am satisfied with the sense of achievement I get from work.	Top-level	Strongly agree; Agree	(Q34) How satisfied are you with the sense of achievement you get from work? (Response options on a 5-point scale from "Very satisfied" to "Very unsatisfied").
Well informed				
3a	I am kept well informed about what is happening in my Board.	Top-level	Strongly agree; Agree	(Q1) Same as 2013.
3b	My line manager communicates effectively with me.	Top-level	Strongly agree; Agree	(Q2) Same as 2013.
3c	When changes are made at work, I am clear how they will work out in practice.	Top-level	Strongly agree; Agree	(Q3) Same as 2013.
3d	I am clear what my duties and responsibilities are.	Top-level	Always; Often	(Q4) Same as 2013.
3e	I understand how my work fits into the overall aims of my Board.	Top-level	Always; Often	(Q5) Same as 2013.

Table 38: Core Survey questions (2013 and 2010 NHSScotland staff surveys) (cont.).

No.	Question	Question Type	Positive Responses	Equivalent 2010 Question
Appropriately Trained and Developed				
4a	In the last 12 months, have you had a Knowledge and Skills Framework (KSF) development review, performance review, appraisal, Personal Development Plan meeting or equivalent?	Top-level	Yes - KSF; Yes - other type	(Q7) Same as 2013.
4b	Did it help you to improve how you do your job?	Sub-question	Yes	(Q7.1a) Same as 2013.
4c	Did it help you agree clear objectives for your work?	Sub-question	Yes	(Q7.1b) Same as 2013.
4d	Did you agree a Personal Development Plan (PDP) or equivalent?	Sub-question	Yes	(Q7.2) Same as 2013.
4e	Have you received, or expect to receive, the training that was identified in that plan?	Sub-question	Yes	(Q7.3) Same as 2013.
Involved in Decisions				
5a	Staff are always consulted about changes at work.	Top-level	Strongly agree; Agree	(Q10) Same as 2013.
5b	I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	Top-level	Strongly agree; Agree	(Q11) Same as 2013.
5c	I am confident my ideas or suggestions would be listened to.	Top-level	Strongly agree; Agree	(Q12) Same as 2013.
5d	I have a choice in deciding what I do at work.	Top-level	Always; Often	(Q13) Same as 2013.

Table 38: Core Survey questions (2013 and 2010 NHSScotland staff surveys) (cont.).

No.	Question	Question Type	Positive Responses	Equivalent 2010 Question
Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued				
6a	My line manager encourages me at work.	Top-level	Strongly agree; Agree	(Q14) Same as 2013.
6b	I get the help and support I need from colleagues.	Top-level	Strongly agree; Agree	(Q15) Same as 2013.
6c	My Board acts fairly and offers equality of opportunity with regard to career progression/promotion.	Top-level	Strongly agree; Agree	(Q17) Does <Board> act fairly and offer equality of opportunity with regard to career progression/promotion? (Response options were the same as 2013, i.e. on a 5-point scale from "Strongly agree" to "Strongly disagree").
6d	During the past 12 months, while working for your organisation, have you experienced unfair discrimination from your manager?	Top-level	No	Combination of two questions: (Q18) During the past 12 months, have you experienced discrimination while working for <Board>? (Q18.1) When you have experienced discrimination, was it from any of the following? <ul style="list-style-type: none"> - Patients/service users - Relatives of the patients/service users - Other members of the public - Manager/team leader - Other colleagues
6e	During the past 12 months, while working for your organisation, have you experienced unfair discrimination from other colleagues?	Top-level	No	Combination of two questions: (Q18) During the past 12 months, have you experienced discrimination while working for <Board>? (Q18.1) When you have experienced discrimination, was it from any of the following? <ul style="list-style-type: none"> - Patients/service users - Relatives of the patients/service users - Other members of the public - Manager/team leader - Other colleagues
6f	Did you report the unfair discrimination you experienced?	Sub-question	Yes	(Q18.3) The last time you experienced discrimination, did you report it?
6g	Were you satisfied with the response you received?	Sub-question	Yes	Equivalent question response options were on a five point scale and therefore cannot be directly compared.
6h-6m	I did not report the unfair discrimination because... <ul style="list-style-type: none"> - I felt nothing would happen - I was unaware of how to report it - I thought it would take too much time to report it - I feared what would happen if I did report it - I thought it would take too long for anything to be done about it - I was concerned about confidentiality 	Sub-question	N/A	Equivalent question not similar enough for direct comparison.

Table 38: Core Survey questions (2013 and 2010 NHSScotland staff surveys) (cont.).

No.	Question	Question Type	Positive Responses	Equivalent 2010 Question
Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community				
7a	I can meet all the conflicting demands on my time at work.	Top-level	Strongly agree; Agree	In 2010 this statement was worded negatively and therefore cannot be directly compared.
7b	There are enough staff for me to do my job properly.	Top-level	Strongly agree; Agree	(Q20) Same as 2013.
7c	I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.	Top-level	Strongly agree; Agree	(Q21) Same as 2013.
7d	Have you had any health and safety training paid for or provided by your Board?	Top-level	Yes - in last 12 mths; Yes - > 12 mths ago	(Q23) Same as 2013.
7e	During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	Top-level	No	Combination of two questions: (Q27) During the past 12 months, have you experienced bullying or harassment whilst working for <Board>? (Q27.1) When you have experienced bullying or harassment was it from any of the following? - Patients/service users - Relatives of the patients/service users - Other members of the public - Manager/team leader - Other colleagues
7f	During the past 12 months while working for your organisation, have you experienced bullying/harassment from your other colleagues?	Top-level	No	Combination of two questions: (Q27) During the past 12 months, have you experienced bullying or harassment whilst working for <Board>? (Q27.1) When you have experienced bullying or harassment was it from any of the following? - Patients/service users - Relatives of the patients/service users - Other members of the public - Manager/team leader - Other colleagues
7g	Did you report the bullying/harassment you experienced?	Sub-question	Yes	(Q27.3) The last time you experienced bullying or harassment did you report it?
7h	Were you satisfied with the response you received?	Sub-question	Yes	Equivalent question response options were on a five point scale and therefore cannot be directly compared.
7i- 7n	I did not report the bullying/harassment because... - I felt nothing would happen - I was unaware of how to report it - I thought it would take too much time to report it - I feared what would happen if I did report it - I thought it would take too long for anything to be done about it - I was concerned about confidentiality	Sub-question	N/A	Equivalent question not similar enough for direct comparison.

Table 38: Core Survey questions (2013 and 2010 NHSScotland staff surveys) (cont.).

No.	Question	Question Type	Positive Responses	Equivalent 2010 Question
Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community (cont.)				
7o	During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	Top-level	No	Equivalent question not specific enough for direct comparison.
7p	During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	Top-level	No	Equivalent question not specific enough for direct comparison.
7q	Was it discriminatory in nature?	Sub-question	No	No equivalent question.
7r	Did you report the emotional/verbal abuse or physical violence you experienced?	Sub-question	Yes	Equivalent top-level question that leads to this sub-question not specific enough for direct comparison.
7s	Were you satisfied with the response you received?	Sub-question	Yes	Equivalent question response options were on a five point scale and therefore cannot be directly compared.
7t-7y	I did not report the emotional/verbal abuse or physical violence, because... - I felt nothing would happen - I was unaware of how to report it - I thought it would take too much time to report it - I feared what would happen if I did report it - I thought it would take too long for anything to be done about it - I was concerned about confidentiality	Sub-question	N/A	Equivalent question not similar enough for direct comparison.



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