

# CAPITA



## **NHSScotland Staff Survey 2014**

### **National Report**

**December 2014**



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# 1 Introduction

This National Report provides an overview of the results of the 2014 NHSScotland Staff Survey. Previous surveys were conducted in 2006, 2008, 2010 and 2013. Capita Surveys and Research was commissioned by the Scottish Government (SG) to carry out the fieldwork and analysis for the 2014 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 strands of the Staff Governance Standard.

The findings from the NHSScotland Staff Survey are used by a range of stakeholders, including:

- 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 current (4th) edition of the *Staff Governance Standard* was published in June 2012.

In June 2013, the 2020 Workforce Vision '*Everyone Matters*'<sup>1</sup> 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*' was published in December 2013, and the 2015/16 Plan was published in November 2014. The implementation of the Staff Governance Standard is integral to the delivery of *Everyone Matters*.

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.

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<sup>1</sup> 'Everyone Matters' and accompanying documents are available at <http://www.workforcevision.scot.nhs.uk>

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

- Well informed
- Appropriately trained and developed
- Involved in decisions
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued
- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

Implementation of the Staff Governance Standard is monitored on an annual basis. Boards are expected to monitor progress across their organisations, and provide assurance to the Scottish Government. The national monitoring return which Boards submit to the Scottish Government is also expected to highlight the action being taken to address the issues identified by each Board's staff survey results.

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 2014 Staff Survey was conducted over a six week period from 25th August to 6th October 2014. As in previous years, all members of staff across NHSScotland were invited to participate. The survey was multi-modal and gave staff the opportunity to contribute their views:

- on-line (using a secure URL and individual password);
- by postal questionnaire; and
- over the telephone.

The promotion of the survey to NHSScotland staff was the responsibility of each NHS Board. A range of promotional material was developed by Capita Surveys and Research to support NHS Boards in developing their local communication strategies.

Weekly e-mail reminders were sent to staff who had not completed the survey.

The survey questions were agreed by the Scottish Workforce and Staff Governance (SWAG) Committee. These were largely based on the 2013 questions. Boards were also given the opportunity to ask up to three local questions. Throughout the 2014 National Report, comparisons are made with the 2013 survey, and with earlier ones where possible. There have been alterations to the questions over the years, which limit 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.

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 2014 Survey is broadly in line with that of all staff employed within NHSScotland. The 2014 sample profile is also very similar to the equivalent profile for the 2013 Survey.

It was not possible to calculate accurate response rates for individual staff groups as 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.

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.

Included in this National Report are results for individual NHS Boards (Appendix C) and staff groups (Appendix D), as well as for employment and socio-demographic groups (Appendix E).

Findings across the current and previous four NHSScotland Staff Surveys are summarised in Appendix F.

## 4 Response rates

During the survey live period a total of 55,077 NHSScotland staff completed a questionnaire and submitted their views to Capita Surveys and Research. This represents a 35% response rate based on 159,058 employees<sup>2</sup> and shows an increase in participation of 7 percentage points on the response rate for the 2013 Survey. The majority of staff (88%) submitted their response via the on-line survey; just below 12% were submitted by post using a paper questionnaire with less than 1% using the telephone completion service.

Response rates varied between Health Boards, from 25% to 90%. NHS Health Scotland had the highest response rate (90%), followed by NHS Healthcare Improvement Scotland (82%). NHS Greater Glasgow and Clyde had the lowest response rate (25%).

Seventeen of the Health Boards improved their response rates (by between 1 and 23 percentage points) on the 2013 survey. The largest increases in response rates were recorded by NHS Education for Scotland (+23 percentage points), NHS Shetland (+21), NHS Tayside (+14) and NHS Lothian (+13). Of the five Health Boards with response rates lower than in 2013, The State Hospitals Board for Scotland recorded the largest fall in response rate, from 60% to 46%.

Health Boards were grouped into three types for analysis: Mainland Boards; Island Boards and National Bodies/Special Boards.

The Island Health Boards and National Bodies/Special Boards had the highest average response rate (51%), and Mainland Health Boards had an average response rate of 33%. The higher response rate for staff working in some National Bodies/Special Boards may reflect the fact that the majority of these staff are office-based administrative and clerical staff with direct access to a computer. For individual Health Boards, the lowest response rates tended to be in the larger Mainland Boards, whilst the smaller Island Boards had higher response rates.

Three Boards operated their survey entirely online (with the option to complete via a telephone interview), the remaining 19 provided paper questionnaires to a proportion of their staff for whom computer access was limited. Across these Boards, the proportion of responses submitted on paper ranged from 2% to 30%.

As noted above, the sample profile for the 2014 survey is described in Appendix A. Figures 1 to 3 in this appendix shows the employment profile and Figures 4 to 6 provide the socio-demographic profile.

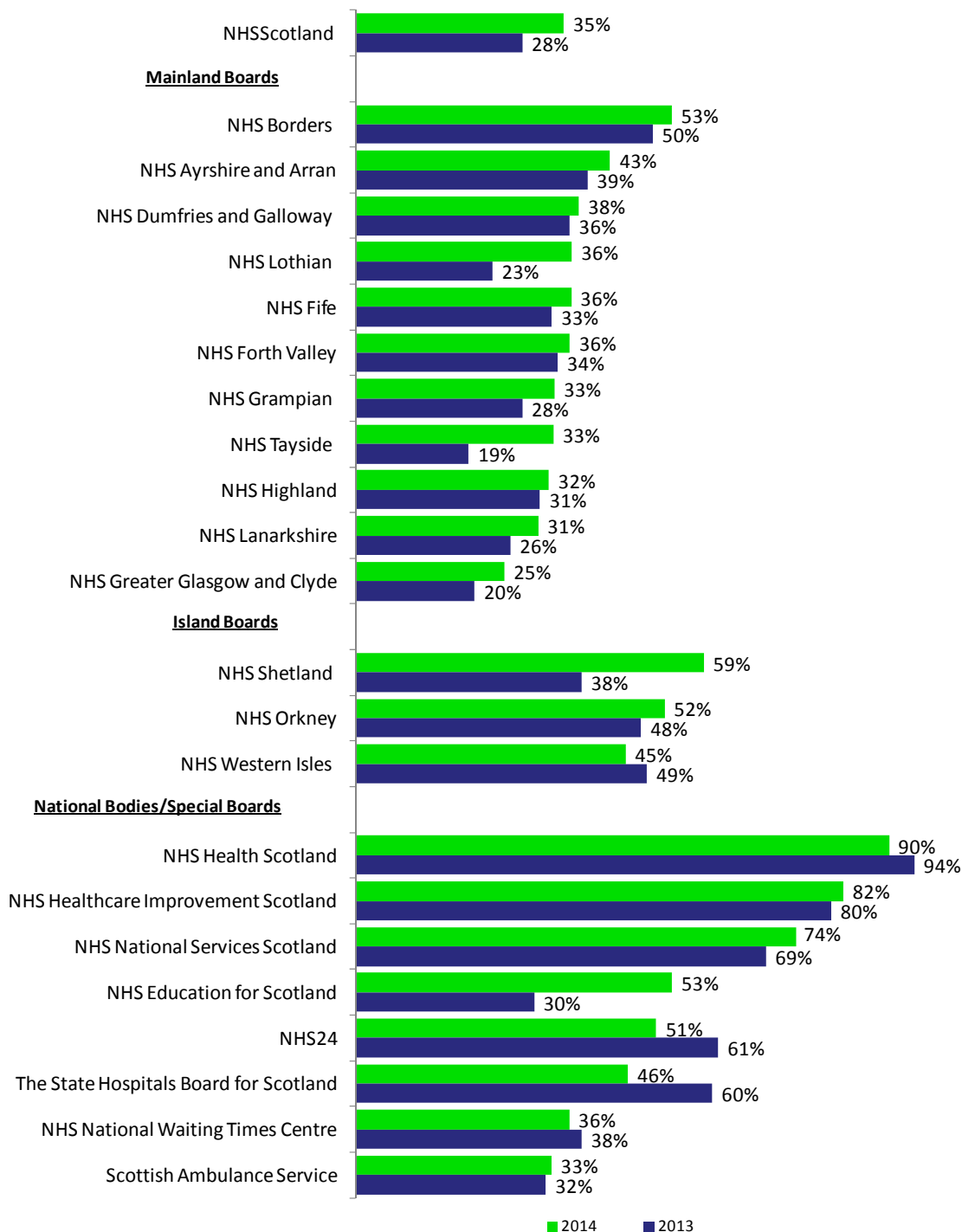
The overall staff group participation profile has shown little change between 2013 and 2014 survey results, which provides a good basis for a consistent comparison between the years.

Figure 1 on the following page shows a comparison of response rates between Health Boards for 2014 and 2013.

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<sup>2</sup> Source: ISD, employee headcount numbers as at 30 June 2014, total for NHSScotland

**Figure 1: Percentage of staff who completed the NHSScotland Staff Survey 2014, by NHS Board (grouped by Board type and ranking of response rate)<sup>2 3</sup>**



<sup>2</sup> Percentage response calculated according to the number of NHSScotland staff in post (headcount) on 30<sup>th</sup> June 2014. (Source: NHS Scotland Workforce)

<sup>3</sup> A member of staff may be employed by more than one NHS Board; however each member of staff is counted only once in the NHSScotland headcount total.

## 5 Notes to aid interpretation

The 2014 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 categorical e.g. Yes/No questions). There were also 14 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	Yes	Positive
Agree	Often		
Neutral	Sometimes		Neutral
Disagree	Seldom	No	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, Q2-4 *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, Q5-5 *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 2013 and 2014 surveys are statistically significant (at the 95% confidence level) unless stated otherwise. Significance testing was performed through the comparison of confidence intervals (with finite population correction) for findings in each survey.

The methodology for calculating and reporting of results, including comparisons, is detailed in the Technical Report.

Please note that differences between the 2013 and 2006/2008 survey results were not formally tested for statistical significance.



## 6 Key findings

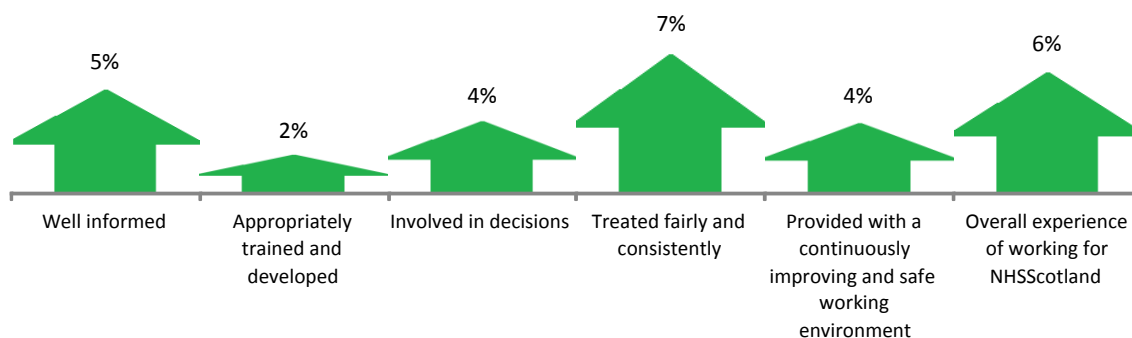
For 26 of the 29 top-level questions (asked of all respondents), the results show an improvement in the proportion of staff giving a positive response compared to the 2013 survey results (the improvement is found to be statistically significant for 25 of these 26 questions) and there was no change in the result for one other top-level question. Similarly, all but one of the fourteen sub-questions showed an improvement or no change in the proportion giving a positive response.

The average percentage point increases of positive responses have been calculated for questions using the standard five-point scale in each of the five Staff Governance Standard strands, and for the questions relating to overall experience of working for NHSScotland. It can be seen that the average percentage point increase for two strands is five percentage points or more:

- staff should be well informed; and
- treated fairly and consistently, with dignity and respect, in an environment where diversity is valued.

The average percentage point increase for questions relating to the overall experience of working for NHSScotland was more than five percentage points between 2013 and 2014.

### Average improvement in experience under Staff Governance Strands (2013-14)



On the following pages, tables present the five most positive perceptions from the 2014 survey (Table 1) and the five least positive perceptions (Table 2).

In most cases where the combined positive responses (e.g. strongly agree and agree) have increased, the combined negative responses (e.g. strongly disagree and disagree) have decreased. However, the percentage changes between positive and negative responses may not be equal as a neutral response was also included in the questions/statements response range.

## 6.1 Five most positive perceptions in 2014

The question receiving the most positive responses in the 2014 survey was Q6-3 *I am happy to go the 'extra mile' at work when required*. Overall, 90% of respondents strongly agreed or agreed with this statement, compared with 87% in 2013, 3% strongly disagreed or disagreed, whilst 7% indicated a neutral response. Positive responses to this question ranged between 85% and 93% for the vast majority of Health Boards.

Of the five most positive perceptions (attitudinal questions), the question showing the largest improvement since 2013 was Q1-5 *I understand how my work fits into the overall aims of [Health Board]*; the overall positive response for this question was 78%, compared with 66% in 2013.

For Q6-5 *I still intend to be working with [Health Board] in 12 months time*, 79% of respondents gave a positive response, compared with 75% in 2013. Positive responses by individual organisations ranged between 59% and 86%.

**Table 1: The 5 most positive perceptions and their percentage increases on combined positive responses comparing 2013 and 2014 (combined negative responses also shown for completeness)**

Question Number	Question	Positive Response % (change on 2013 shown in brackets)	Negative Response % (change on 2013 shown in brackets)
6-3	I am happy to go the 'extra mile' at work when required	90% (+3%)	3% (-2%)
1-4	I am clear what my duties and responsibilities are	86% (+2%)	2% (-1%)
4-2	I get the help and support I need from colleagues	79% (+3%)	6% (-1%)
6-5	I still intend to be working with [Health Board]* in 12 months time	79% (+4%)	7% (-1%)
1-5	I understand how my work fits into the overall aims of [Health Board] *	78% (+12%)	5% (-5%)

Positive and negative responses are based on combining all relevant responses on the five point response scale.

\* The appropriate Health Board name was inserted in questions shown in this report with [Health Board].

This convention is used throughout this report, where questions were tailored with the appropriate Health Board name.

## 6.2 Five least positive perceptions in 2014

The question receiving the least positive responses in the 2014 survey was Q3-1 *Staff are always consulted about changes at work*. Overall, 29% of respondents strongly agreed or agreed with this statement, compared with 26% in 2013. Almost half, 46% strongly disagreed or disagreed, whilst 25% indicated a neutral response. Positive responses to this question ranged between 16% and 51%.

For Q5-2 *There are enough staff for me to do my job properly*, 33% of respondents gave a positive response, compared with 31% in 2013. Positive responses by individual organisations ranged between 21% and 52%.

All of the five least positive perceptions (attitudinal questions) showed an improvement over their 2013 result.

**Table 2: The 5 least positive perceptions and their percentage increases on combined positive responses comparing 2013 and 2014 (*combined negative responses also shown for completeness*)**

Question Number	Question	Positive Response % (change on 2013 shown in brackets)		Negative Response % (change on 2013 shown in brackets)	
3.1	Staff are always consulted about changes at work	29%	(+3%)	46%	(-4%)
5.2	There are enough staff for me to do my job properly	33%	(+2%)	46%	(-1%)
3.4	I have a choice in deciding what I do at work	40%	(+2%)	24%	(-4%)
1.3	When changes are made at work, I am clear how they will work out in practice	41%	(+2%)	30%	(-2%)
3.3	I am confident my ideas or suggestions would be listened to	42%	(+5%)	30%	(-5%)

Positive and negative responses are based on combining all relevant responses on the five point response scale.

### 6.3 Summary results by Staff Governance Standard

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

#### Well informed

There were five questions/statements in this section of the survey: all of which showed improvements (compared with 2013) in both positive and negative perceptions for this strand of the Staff Governance Standard.

The most positive perception within this strand was for *Q1-4 I am clear what my duties and responsibilities are*: 86% of respondents strongly agreed or agreed with this statement. The most improved positive response was for *Q1-5 I understand how my work fits into the overall aims of my Health Board* - 78% responded positively compared with 66% in 2013.

#### Appropriately trained and developed

There is a 2 percentage point increase in staff indicating they have had a KSF development review, performance review, appraisal, Personal Development Plan meeting or equivalent (i.e. 75% compared with 73% in 2013).

Staff who had participated in a review within the last year were asked a small number of additional sub-questions, each of which showed an overall increase in positive responses. The largest of these increases since 2013 was the proportion of staff who said it had helped them to improve how they did their job, a 4 percentage point increase, to 43%.

Some 84% of those staff who had had a review said they had agreed a Personal Development Plan (PDP) or equivalent. Of those with a PDP, 77% indicated they have received, or expect to receive, the training that was identified in that plan.

#### Involved in decisions

All question/statement responses within this Staff Governance Standard strand of the survey improved by between 3 and 5 percentage points since 2013.

The least positive perception for this strand was for *Q3-1 staff are always consulted about changes at work* (29%). Some 54% agreed that they have sufficient opportunities to put forward new ideas or suggestions for improvement in their workplace.

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

The largest improvement to a question/statement in the overall staff survey is found under this strand. Three fifths (59%) of staff had a positive response to *Q4-3 [Health Board] acts fairly and offers equality of opportunity with regard to career progression/promotion*, compared to 44% in 2013 (a 15 percentage point increase).

The percentage of staff saying they have experienced unfair discrimination from their manager in the last 12 months has seen a positive change from 8% in 2013 to 6% in 2014, and similarly from 8% to 7% for experience of unfair discrimination from other colleagues.

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

For this strand, all of the questions/statements on the five-point scale show a trend to more positive responses, as do most of the factual questions.

Agreement by staff with *Q5-3 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* increased by five percentage points, in 2014 57% of staff agreed with this statement.

The only exception to this trend of increase was for the factual question Q5-4 *Have you had any health and safety training paid for or provided by [Health Board]? e.g. Fire training, manual handling etc*, which shows a fall of one percentage point between the years.

In 2013, 11% of staff said they had experienced bullying/harassment from their manager, but in 2014 this shows a positive change in the percentage at 9%. The percentage of staff indicating they have experienced harassment or bullying from their colleagues is 15%.

### Overall experience of working for NHSScotland

The questions/statements in this section of the survey all showed more positive responses than in 2013, with two of the largest changes between the years found in this section.

Respondents' perception relating to the *Care of patients/service users* being a top priority showed an increase of 12 percentage points i.e. to 67% from 55% in 2013.

The percentage of staff who responded positively to Q6-4 *I would recommend my workplace as a good place to work* also saw a change from 51% in 2013 to 61% in 2014. However, it should be noted this question changed slightly between the years, with 'workplace' replacing the word 'Board'.

Around 90% of respondents indicated they are happy to go 'the extra mile' at work when required and 79% still intend to be working with their Health Board in 12 months time.

## 6.4 Main changes: 2013 to 2014

For 26 of the 29 top-level questions (asked of all respondents), the results show an improvement in the proportion of staff giving a positive response compared to the 2013 survey results (the improvement is found to statistically significant for 25 of these 26 questions) and there was no change in the result for one other top-level question. Similarly, all but one of the fourteen sub-questions showed an improvement or no change in the proportion giving a positive response. The biggest improvement related to the perception of whether their Board *acts fairly and offers equality of opportunity with regard to career progression/promotion* showing a 15 percentage point increase in positive response.

**Table 3: Table of largest percentage increases on combined positive responses comparing 2013 and 2014 (combined negative responses also shown for completeness)**

Question Number	Question	Positive Response % (change on 2013 shown in brackets)	Negative Response % (change on 2013 shown in brackets)
4-3	[Health Board] acts fairly and offers equality of opportunity with regard to career progression/promotion	59% (+15%)	15% (-5%)
6-1	Care of patients/service users is [Health Board] top priority	67% (+12%)	15% (-4%)
1-5	I understand how my work fits into the overall aims of [Health Board]	78% (+12%)	5% (-5%)
6-4	I would recommend my workplace as a good place to work	61% (+10%)	16% (-1%)
1-1	I am kept well informed about what is happening in [Health Board]	56% (+9%)	18% (-5%)
5-3	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	57% (+5%)	23% (-4%)
3-2	Sufficient opportunities to put forward new ideas	54% (+5%)	23% (-3%)
3-3	Confident ideas or suggestions would be listened to	42% (+5%)	30% (-5%)

Decreases in positive responses were very small, with two questions showing a one percentage point decrease between the years.

- *Q5-4 Have you had any health and safety training paid for or provided by your Health Board? e.g. Fire training, manual handling etc*
- *Q5-10 During the past 12 months while working for my Health Board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?*

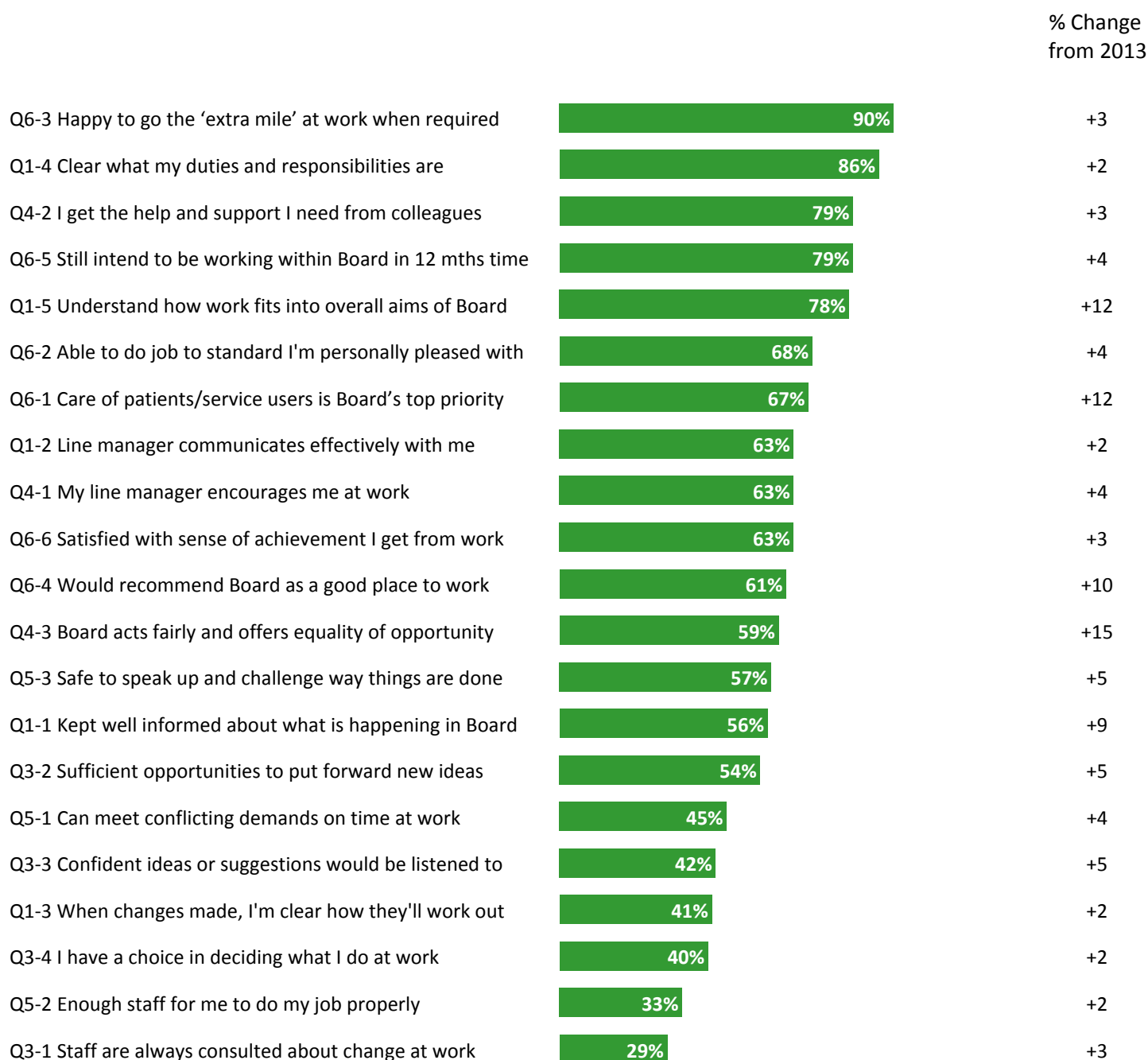
In most cases where the combined positive responses (e.g. strongly agree and agree) have increased, the combined negative responses (e.g. strongly disagree and disagree) have decreased. However, the percentage point changes between positive and negative responses may not be equal as a neutral response was also included in the questions/statements response range.

It should be noted the following figures show increases and decreases in percentage terms and not statistically significant differences between the years.

Figure 2 (over the page) shows the percentage of positive responses to each attitudinal question (ordered from most to least positive), with the percentage change from 2013 also listed.

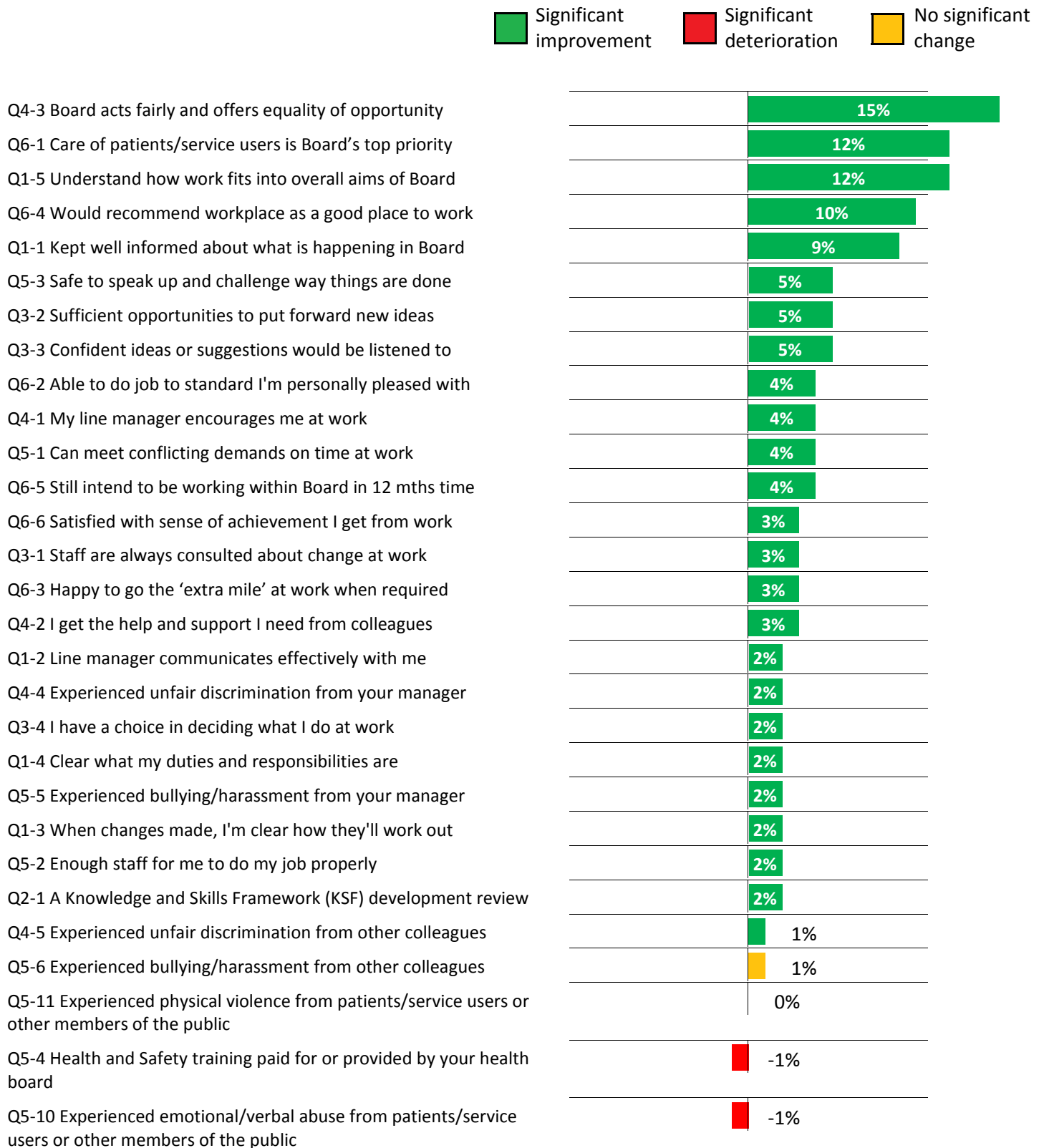
Figure 3 shows the percentage point change from 2013 of positive responses to each question (ordered from most to least improved).

**Figure 2 - Percentage of positive responses to each attitudinal question in the NHSScotland Staff Survey 2014 (ordered from most to least positive result).**



 % of positive responses

**Figure 3 - Percentage change in positive responses to each question in the NHSScotland Staff Survey between 2014 and 2013 (ordered from most to least positive change)**



% change from 2013



## 6.5 Identifying opportunity for improvement across NHSScotland

This part of the report displays all primary questions in the survey compared to the results in 2013, but excludes sub set or secondary questions. Table 4 (see page 20) contains the full question text; the 2014 percentage; the 2013 percentage; and the percentage change between the two years. (Due to rounding, the percentage difference may appear to be 1 percentage point different to the figure that would be obtained by simply comparing the rounded percentages for the two years).

Where questions are negatively worded the positive perception is shown to enable the ranked order e.g. The results for the question: *During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?* are displayed for those who said NO to this question i.e. in the example below, 6% of staff said they felt they had experienced unfair discrimination from their manager, therefore this is displayed as 94%. The text of these questions is highlighted in grey in the table.

Question	Total number of responses:		
	2014 %	2013 %	Diff SS +/-
Q4-4 During the past 12 months while working for your health board, have you experienced unfair discrimination from your manager? (‘No’, or positive response used in calculation)	94	92	+2

The 2014 question results are in a descending ranked order i.e. the most positive responses appear at the top of the list. The 2013 results are displayed alongside the 2014 rankings and both sets of results are colour coded to help to identify areas of strength or improvement.

The cell containing questions results are colour coded Red, Amber or Green according to the percentage of respondents giving a positive response:

- **GREEN** indicates ‘strength’ - agreement from 65% or more of staff
- **AMBER** indicates ‘opportunities for improvement’ - agreement from between 41% & 64%
- **RED** indicates ‘areas for improvement’ - agreement from 40% or fewer staff.

The parameters for the ‘red’, ‘amber’ and ‘green’ colour coding have been set by Capita for this survey in line with the parameters used in analysis of the results of other public sector staff surveys. When using a 5-point scale the cut-off for ‘areas of strength’ is usually questions or statements generating an average score of over 4.00 on a scale of 1 to 5. Analysis of the national survey data informed the conversion of the threshold for ‘areas of strength’ to questions or statements where 65% or more strongly agree or agree.

Similarly, the cut-off for ‘areas for improvement’ is usually questions or statements generating a score below 3.00 (mid-point on the scale from 1 to 5) and this is converted into 40% or fewer staff agreeing.

The red/amber/green colour coding is designed to act as a guide to interpreting the results and to help to identify areas of strength and areas that present opportunities for improvement.

Further explanation of this is provided in the Technical Report.

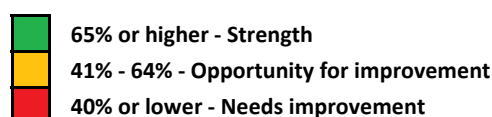
The coloured text in the third column highlights where there has been a change in perception between the years. The summary table of improvements, no significant change or deteriorations between the years shown below is shown at the top of each page.

<b>Statistically significant improvements:</b>	<b>25</b>
<b>No statistically significant change (NSC):</b>	<b>2</b>
<b>Statistically significant deteriorations:</b>	<b>2</b>

Only statistically significant differences are presented in green or red font. Where a zero or a small, but not statistically significant change, has occurred the percentage agreeing, NSC (no significant change) is shown in amber font.

**Table 4 shows the percentage of respondents who gave positive responses to the question**

Responses to negatively-phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively-worded questions. e.g. 'Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?', the percentage stated represents the respondents who said 'No' to that question (i.e. gave the positive response).



Statistically significant improvements:	25
No statistically significant change (NSC):	2
Statistically significant deteriorations:	2

Question	Total number of responses:		
	55077 2014 %	44389 2013 %	Diff SS +/-
Q4-4 During the past 12 months while working for your health board, have you experienced unfair discrimination from your manager? ('No', or positive response used in calculation)	94	92	+2
Q4-5 During the past 12 months while working for your health board, have you experienced unfair discrimination from other colleagues? ('No', or positive response used in calculation)	93	92	+1
Q5-11 During the past 12 months while working for your health board, have you experienced physical violence from patients/service users or other members of the public? ('No', or positive response used in calculation)	92	91	NSC
Q5-5 During the last 12 months while working for your health board have you experienced bullying/harassment from your manager? ('No', or positive response used in calculation)	91	89	+2
Q6-3 I am happy to go the 'extra mile' at work when required	90	87	+3
Q1-4 I am clear what my duties and responsibilities are	86	83	+2
Q5-6 During the past 12 months while working for your health board, have you experienced bullying/harassment from other colleagues? ('No', or positive response used in calculation)	85	85	NSC
Q5-4 Have you had any health and safety training paid for or provided by your health board? E.g. Fire training, manual handling etc.	80	82	-1
Q6-5 I still intend to be working with my health board in 12 months time	79	75	+4
Q4-2 I get the help and support I need from colleagues	79	76	+3
Q1-5 I understand how my work fits into the overall aims of my health board	78	66	+12
Q2-1 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?	75	73	+2
Q6-2 I am able to do my job to a standard I am personally pleased with	68	63	+4
Q6-1 Care of patients/service users is my health board's top priority	67	55	+12
Q5-10 During the past 12 months while working for your health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public? ('No', or positive response used in calculation)	67	68	-1
Q4-1 My line manager encourages me at work	63	59	+4
Q6-6 I am satisfied with the sense of achievement I get from work	63	60	+3
Q1-2 My line manager communicates effectively with me	63	61	+2
Q6-4 I would recommend my workplace as a good place to work	61	50	+10
Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	+15

## Table 4 shows the percentage of respondents who gave positive responses to the question

Responses to negatively-phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively-worded questions. e.g. 'Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?', the percentage stated represents the respondents who said 'No' to that question (i.e. gave the positive response).

	65% or higher - Strength
	41% - 64% - Opportunity for improvement
	40% or lower - Needs improvement

Statistically significant improvements:	25
No statistically significant change (NSC):	2
Statistically significant deteriorations:	2

Question	Total number of responses:		
	55077 2014 %	44389 2013 %	Diff SS +/-
Q5-3 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	57	52	+5
Q1-1 I am kept well informed about what is happening in my health board	56	48	+9
Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	+5
Q5-1 I can meet all the conflicting demands on my time at work	45	42	+4
Q3-3 I am confident my ideas or suggestions would be listened to	42	37	+5
Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	+2
Q3-4 I have a choice in deciding what I do at work	40	38	+2
Q5-2 There are enough staff for me to do my job properly	33	31	+2
Q3-1 Staff are always consulted about changes at work	29	26	+3
<u>Averages:</u>	67	63	4

## 7 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.

Figure 4 shows that the majority of respondents replied positively to four of the five statements in this section relating to their specific role and that a higher percentage of positive responses were given in 2014 than in 2013:

- *Q1-4 I am clear what my duties and responsibilities are (86% positive responses)*
- *Q1-5 I understand how my work fits into the overall aims of my Health Board (78%)*
- *Q1-2 My line manager communicates effectively with me (63%)*
- *Q1-1 I am kept well informed about what is happening in my Health Board (56%).*

*Q1-4 I am clear what my duties and responsibilities are* had the second highest percentage positive response of all survey statements (86%). Across all Boards, positive responses ranged from 78% to 88% (see details in Appendix C). Salaried General Practitioners who responded to the survey were the most likely to agree with this statement (93%) and Salaried General Dental Practitioners (77%) the least likely to do so (see details in Appendix D).

*Q1-5 I understand how my work fits into the overall aims of my Health Board* recorded an increase of 12%, from 66% in 2013 to 78% in 2014; this follows a 10% increase between 2010 and 2013. Across the 22 NHS Boards, positive responses ranged from 67% to 85% (see details in Appendix C).

Less than half of respondents (41%) gave a positive response to the statement at *Q1-3 When changes are made at work, I am clear how they will work out in practice*. This represents an increase of 2 percentage points from 2013.

Across NHS Boards, the percentage of respondents who agreed with *Q1-3 When changes are made at work, I am clear how they will work out in practice* ranged from 24% to 48% - see details in Appendix C. Executive Grades/Senior Managers were the most likely to agree with this statement (62%) and Ambulance staff who responded to the survey the least likely to do so (20%).

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, when changes are made at work, they are clear how they will work out in practice.

## Figure 4 - Well Informed

Q1-1 I am kept well informed about what is happening in my health board

Total Responses:  
54649

Positive %  
56 %

Change from 2013  
+ 9 %



Q1-2 My line manager communicates effectively with me

Total Responses:  
54496

Positive %  
63 %

Change from 2013  
+ 2 %

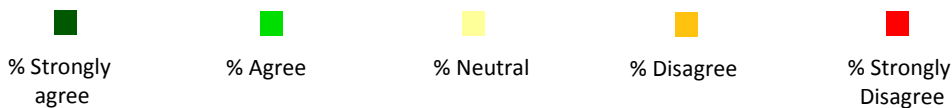


Q1-3 When changes are made at work, I am clear how they will work out in practice

Total Responses:  
54363

Positive %  
41 %

Change from 2013  
+ 2 %



Q1-4 I am clear what my duties and responsibilities are

Total Responses:  
54704

Positive %  
86 %

Change from 2013  
+ 2 %



Q1-5 I understand how my work fits into the overall aims of my health board

Total Responses:  
54451

Positive %  
78 %

Change from 2013  
+ 12 %



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 8 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.

Figure 5 shows that, in the last 12 months, three out of four staff who responded to the survey (75%) had undertaken a Knowledge and Skills Framework (KSF) development review, performance review, appraisal, Personal Development Plan meeting or equivalent. This was an increase of two percentage points on 2013 and five percentage points on the 2010 survey (see details in Appendix F).

Across NHS Boards, the percentage of respondents who had taken part in a review in the last 12 months ranged from 50% to 93% - see details in Appendix C. Salaried General Dental Practitioners who responded to the survey were the most likely to have taken part in a review (91%) and Personal and Social Care staff who responded to the survey were the least likely to have done so (48%), see details in Appendix D. Figure 5 shows that the majority of respondents who had a review in the last 12 months replied positively to three of the four statements in this section relating to their review:

- *Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (84% positive responses)*
- *Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (77% of those who had agreed a PDP or equivalent)*
- *Q2-3 Did it help you agree clear objectives for your work? (67%).*

In each case, the percentage positive response was higher than in 2013. Across the 22 Boards, positive responses for *Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent?* ranged from 56% to 95%. Ambulance staff were the least likely to say they had agreed a PDP.

A minority of staff who had had a review felt that it helped them to improve how they do their job (43%); this was an increase from 39% in 2013. Across the Boards, positive responses ranged between 29% and 50%. Doctors in Training were the staff group most likely to respond positively to this question (77%).

In summary, a higher proportion of respondents reported that they had taken part in a review in the last 12 months than in any of NHSScotland's previous surveys. Of these, a large majority (84%) had agreed a PDP or equivalent and had received/expected to receive the training identified in this plan (77%). Just over two-thirds of respondents (67%) felt that the review helped them to agree clear objectives for their work. A lower proportion (43%) felt it helped them to improve how they did their job. For all the questions in this strand there was an increase in percentage positive responses in 2014 when compared to 2013.

## Figure 5 - Appropriately Trained and Developed

Q2-1 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?

Total Responses:  
54335

Positive %  
75 %

Change from 2013  
+ 2 %



Q2-2 Did it help you to improve how you do your job? (based on the number of respondents answering 'Yes' to both types of review/appraisal in Q2-1)

Total Responses:  
40181

Positive %  
43 %

Change from 2013  
+ 4 %



Q2-3 Did it help you agree clear objectives for your work? (based on the number of respondents answering 'Yes' to both types of review/appraisal in Q2-1)

Total Responses:  
40100

Positive %  
67 %

Change from 2013  
+ 1 %



Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the number of respondents answering 'Yes' to both types of review/appraisal in Q2-1)

Total Responses:  
40000

Positive %  
84 %

Change from 2013  
+ 1 %



Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the number of respondents answering 'Yes' to Q2-4)

Total Responses:  
32679

Positive %  
77 %

Change from 2013  
+ 2 %



 % Yes

 % No

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]



## 9 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.

Figure 6 shows that the majority of respondents replied positively to one of the four statements in this section relating to their specific role:

- *Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace*

Just over half (54%) of respondents agreed that they have sufficient opportunities to put forward new ideas or suggestions for improvement in their workplace; this was an increase of five percentage points on the 2013 score. Across all Boards positive responses ranged between 32% and 70%; Executive Grades/Senior Managers who responded to the survey were the most likely to respond positively to this statement.

The other three statements in this strand (Q3-1, Q3-3 and Q3-4) appear in the list of the five lowest scoring statements within the whole survey (see Table 2, on page 12).

- *Q3-1 Staff are always consulted about changes at work (29% positive responses)*
- *Q3-4 I have a choice in deciding what I do at work (40%)*
- *Q3-3 I am confident my ideas or suggestions would be listened to (42%).*

*Q3-1 Staff are always consulted about changes at work* recorded the lowest percentage positive response of all the attitudinal statements in the 2014 survey. Across all Boards positive responses ranged between 16% and 51%; Executive Grades/Senior Managers were the most likely to respond positively to this statement.

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

Overall, of the five strands of the Staff Governance Standard, 'Involved in decisions' was the strand where staff who responded to the survey replied in the least positive manner. Three of the four statements in this section had a percentage positive response below 50% and 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.

## Figure 6 - Involved in Decisions

Q3-1 Staff are always consulted about changes at work

Total Responses:  
54491

Positive %  
29 %

Change from 2013  
+ 3 %



Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace

Total Responses:  
54409

Positive %  
54 %

Change from 2013  
+ 5 %

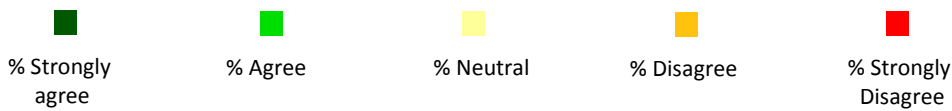


Q3-3 I am confident my ideas or suggestions would be listened to

Total Responses:  
54279

Positive %  
42 %

Change from 2013  
+ 5 %



Q3-4 I have a choice in deciding what I do at work

Total Responses:  
54349

Positive %  
40 %

Change from 2013  
+ 2 %



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 10 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.

Figure 7 shows that the majority of respondents replied positively to the following three statements in this section relating to their specific role:

- *Q4-2 I get the help and support I need from colleagues (79% positive responses)*
- *Q4-1 My line manager encourages me at work (63%)*
- *Q4.3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion (59%).*

All three of these statements had a higher percentage positive response in 2014 compared to 2013.

*Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion* recorded an increase of 15%, from 44% in 2013 to 59% in 2014. Across the 22 NHS Boards, positive responses ranged from 37% to 70% (see details in Appendix C).

Some 63% of respondents agreed that their line manager encourages them at work, an increase of four percentage points from 2013.

*Q4-2 I get the help and support I need from colleagues* had the third highest percentage positive response of all survey statements (79%). Across all Boards, positive responses ranged from 69% to 84% (see details in Appendix C). Doctors in Training who responded to the survey were the most likely to agree with this statement (90%) and Ambulance Staff (67%) the least likely to do so (see details in Appendix D).

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 (63% compared with 79% positive responses). There was a large improvement in positive responses with regard to the statement that the Board '*acts fairly and offers equality of opportunity with regard to career progression/ promotion*'.

## Figure 7 - Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued

Q4-1 My line manager encourages me at work

Total Responses:  
54587

Positive %  
63 %

Change from 2013  
+ 4 %



Q4-2 I get the help and support I need from colleagues

Total Responses:  
54616

Positive %  
79 %

Change from 2013  
+ 3 %

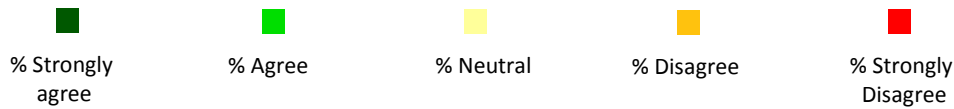


Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion

Total Responses:  
54112

Positive %  
59 %

Change from 2013  
+ 15 %



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 10.1 Unfair discrimination

As Figure 8 shows, 6% of staff who replied to the survey reported that they had experienced unfair discrimination during the past 12 months from their manager (Q4-4); this represents an improvement of two percentage points over the 2013 score. Across all Boards, positive responses ranged from 82% to 97% (see details in Appendix C).

Some 7% of respondents reported that they had experienced unfair discrimination during the past 12 months *'from other colleagues'* (Q4-5); an improvement of 1% compared with 2013. Across all Boards, positive responses ranged from 84% to 97% (see details in Appendix C).

A third (35%) of those respondents who had experienced unfair discrimination in the past 12 months said that they had reported it (Q4-6). Around a quarter (26%) of those who had reported discrimination stated that they were satisfied with the response - a decrease compared with 27% in 2013. The most common reason for not reporting was *'I felt nothing would happen'* (90% of those who did not report the discrimination), followed by *'I was concerned about confidentiality'* (80%) and *'I feared what would happen if I did report it'* (79%). It should be noted that respondents may have agreed with all, some or none of the reasons listed.

In summary, there was an improvement in the number of staff experiencing unfair discrimination in the past 12 months. 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.

## Figure 8 - Responses Relating to Unfair Discrimination

Q4-4 During the past 12 months while working for your health board, have you experienced unfair discrimination from your manager?

Total Responses: 54516

Positive % 94 %

Change from 2013 + 2 %



Q4-5 During the past 12 months while working for your health board, have you experienced unfair discrimination from other colleagues?

Total Responses: 54411

Positive % 93 %

Change from 2013 + 1 %



■ % Yes ■ % No

Q4-6 Did you report the unfair discrimination you experienced? (based on the number of respondents answering 'Yes' to Q4-4 or Q4-5)

Total Responses: 5464

Positive % 35 %

Change from 2013 + 1 %



Q4-7 Were you satisfied with the response you received? (based on the number of respondents answering 'Yes' to Q4-6)

Total Responses: 1833

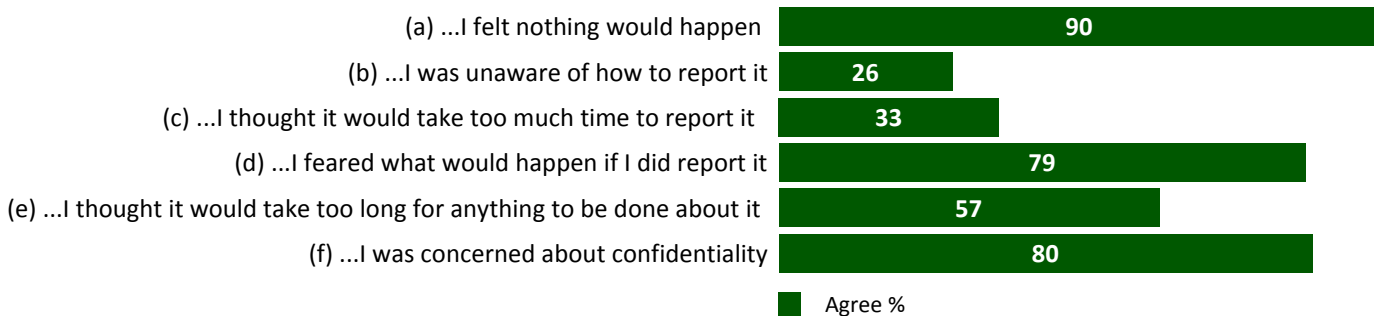
Positive % 26 %

Change from 2013 -1 %



■ % Yes ■ % No

Q4-8 I did not report the discrimination because... (based on the number of respondents answering 'No' to Q4-6)



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 11 Provided with a continuously improving and safe working environment promoting 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.

Figure 9 shows that all three statements within this Staff Governance Standard had an improvement in percentage of positive responses in 2014 compared to 2013.

- Q5-3 *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 (57% positive responses )*
- Q5-1 *I can meet all the conflicting demands on my time at work (45%)*
- Q5-2 *There are enough staff for me to do my job properly (33%).*

Across NHS Boards, there was a range in the percentage of positive responses for these three questions (see details in Appendix C). 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*' (79%) and Ambulance staff who responded to the survey the least likely to do so (35%). Salaried General Practitioners who responded to the survey were the most likely to agree '*There are enough staff for me to do my job properly*' (48%), whilst Ambulance staff were the least likely to agree (19%). Administrative and Clerical staff (60%) were the most likely to agree that they can meet all the conflicting demands on their time at work', whilst Medical/Dental staff were least likely to agree (32%) - see details in Appendix D.

Figure 9 also shows that eight out of ten staff (80%) who responded to the survey said they had received health and safety training paid for or provided by their NHS Board. Across NHS Boards, this ranged from 44% to 91% (see details in Appendix C). Allied Health Professionals (92%) were the most likely to have undertaken such training and Ambulance staff the least likely to have done so (46%), see Appendix D.

In summary, all three statements in this strand showed an increase in positive responses between 2013 and 2014. 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: this was lower than in 2013.

## Figure 9 - Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community

Q5-1 I can meet all the conflicting demands on my time at work

Total Responses:  
54612

Positive %  
45 %

Change from 2013  
+ 4 %



Q5-2 There are enough staff for me to do my job properly

Total Responses:  
54548

Positive %  
33 %

Change from 2013  
+ 2 %

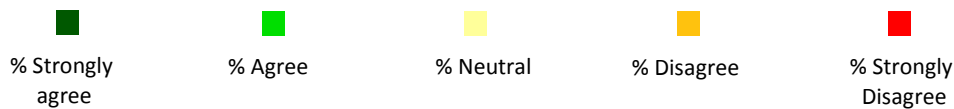


Q5-3 I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff

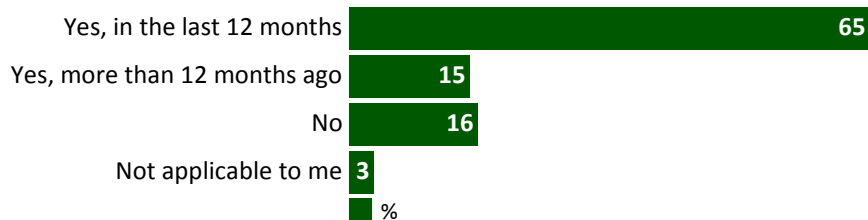
Total Responses:  
54335

Positive %  
57 %

Change from 2013  
+ 5 %



Q5-4 Have you had any health and safety training paid for or provided by your health board? E.g. Fire training, manual handling etc.



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]



## 11.1 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. Figure 10 shows that, 9% of staff (down from 11% in 2013) who responded to the survey said that they had experienced bullying/harassment *from their manager* (Q5-5) and 15% of respondents said that they had experienced bullying/harassment from *other colleagues* (Q5-6).

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 20% for the former and between 8% and 24% for the latter (see Appendix C for more details).

Ambulance staff who responded to the survey were the most likely to say that they had experienced bullying/ harassment from their manager (16%). Doctors in Training and Salaried GPs were the least likely to do so (3%). Ambulance staff 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 (8%) were Salaried General Practitioners (see Appendix D for more details).

Of those respondents who said that they had experienced bullying/harassment, 37% said they had reported it (Q5-7). Across NHS Boards, the level of reporting ranged from 26% to 44% (see Appendix C 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 (78%)*
- *I was concerned about confidentiality (76%).*

Fewer than two in five respondents (37%) who reported the bullying/harassment they experienced were satisfied with the response they received.

In summary, of the staff responding to the survey, 8% reported that they had experienced bullying/harassment in the past 12 months from their manager and 15% from other colleagues. The level of reporting of bullying/harassment increased slightly in 2014, although remained below 40%. Of those who did report the bullying/harassment they experienced, fewer 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.

**Figure 10 - Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community**

Q5-5 During the last 12 months while working for your health board have you experienced bullying/harassment from your manager? Total Responses: 54484 Positive % 91 % Change from 2013 + 2 %



Q5-6 During the past 12 months while working for your health board, have you experienced bullying/harassment from other colleagues? Total Responses: 54375 Positive % 85 % Change from 2013 +1 %



■ % Yes                      ■ % No

Q5-7 Did you report the bullying/harassment you experienced? (based on the number of respondents answering 'Yes' to Q5-5 or Q5-6) Total Responses: 10741 Positive % 37 % Change from 2013 + 1 %

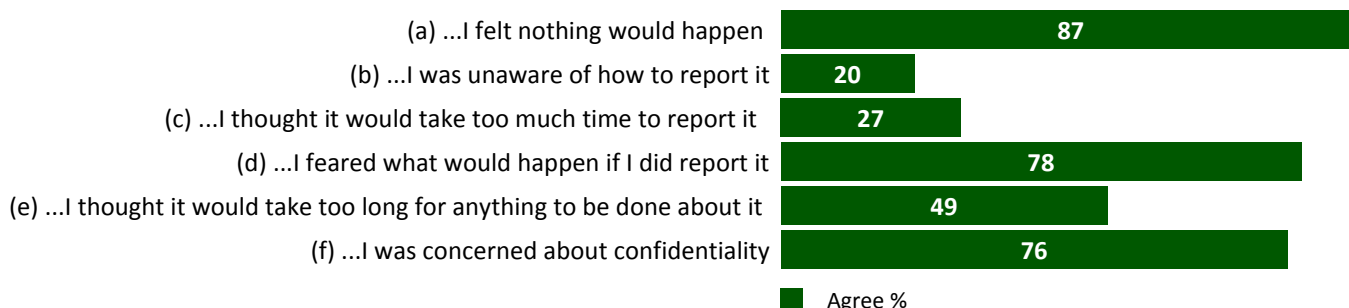


Q5-8 Were you satisfied with the response you received? (based on the number of respondents answering 'Yes' to Q5-7) Total Responses: 3921 Positive % 37 % Change from 2013 0 %



■ % Yes                      ■ % No

Q5-9 I did not report the bullying/harassment because... (based on the number of respondents answering 'No' to Q5-7)



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 11.2 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*. Figure 11 shows that one in three staff (33%) who responded to the survey said that they had experienced 'emotional/verbal abuse' (Q5-10) and 8% had experienced 'physical violence' (Q5-11). Nine per cent of respondents who experienced abuse or violence described it as 'discriminatory' in nature, the same proportion as in 2013.

Of those respondents who said they had experienced abuse or violence, half (50%) had reported it (Q5-13). Two out of three staff (67%) who had reported the abuse/violence were satisfied with the response received (Q5-14).

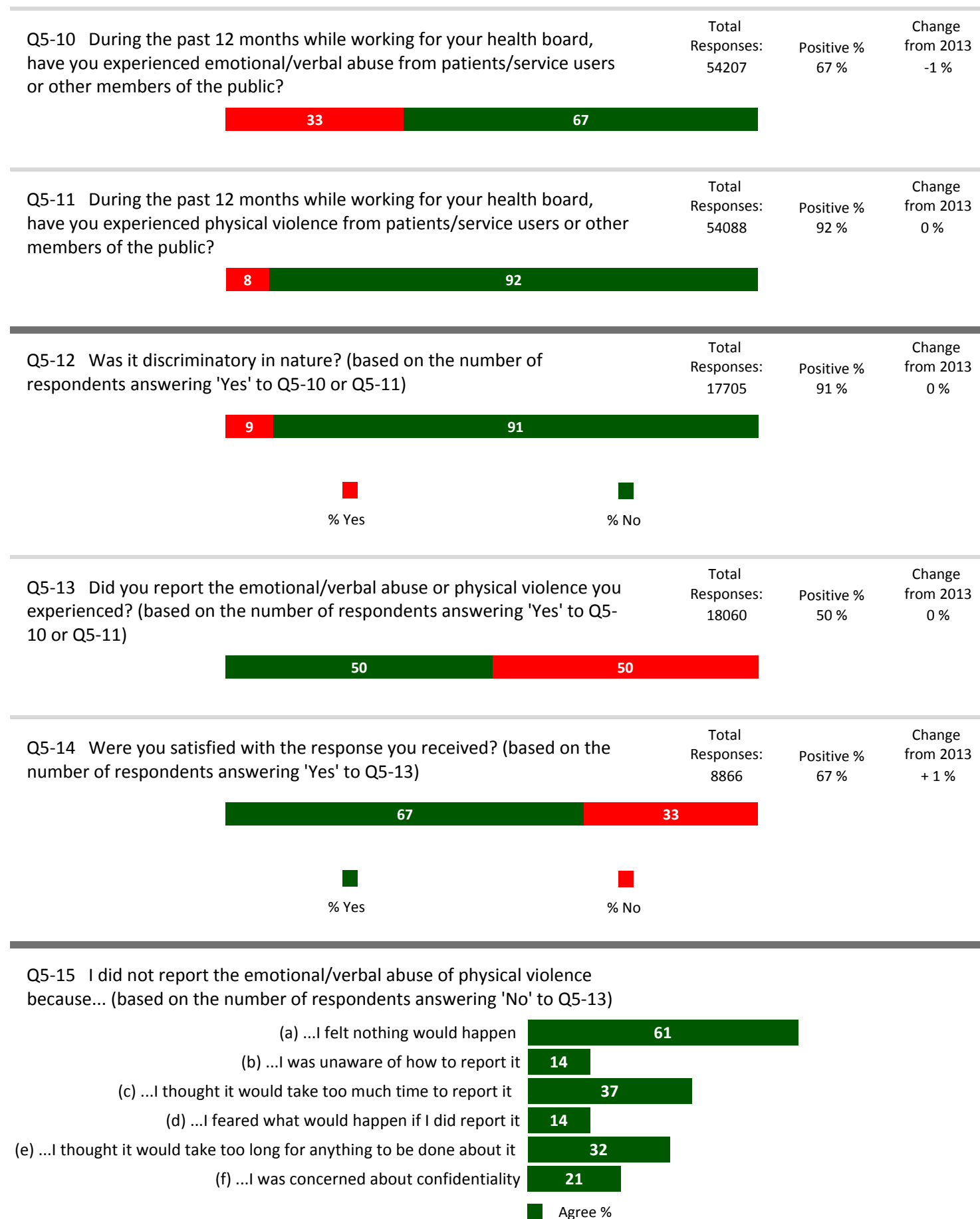
The most commonly identified reason for non-reporting was that staff felt nothing would happen (61%).

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 C). The level of reporting also varied widely across Boards.

Ambulance 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 (69%) and Health Promotion staff the least likely to do so (9%). Ambulance staff 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 (26%), see Appendix D for more details.

In summary, of the staff responding to the survey, 8% 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.

## Figure 11 - Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## 12 Overall experience of working for NHSScotland

The results in this section relate to the questions from the 2014 Staff Survey in respect of staff overall experience of working for NHSScotland, as shown in Figure 12.

All six statements in the 'overall experience' section had a percentage positive response of at least 60% for NHSScotland as a whole, and all questions showed an improvement (ranging from 3% to 12%) over the 2013 results.

The statement at *Q6-3 I am happy to go the extra mile at work when required* had the highest percentage positive response of all the 2014 Staff Survey questions (90%). It was also the highest scoring statement in 2013 (87%) and 2010 (88%). Across all NHS Boards, the percentage of positive responses was consistently high, ranging between 78% and 93%. Positive responses by staff groups ranged between 83% (Ambulance staff) and 96% (Executive Grades/Senior Managers).

*Q6-5 I still intend to be working within my Board in 12 months time* also appeared in the list of the top five most positive responses (Table 1, page 11), with a positive response rate of 79%. Positive responses across the Boards ranged between 59% and 86%. Looking at results by staff group, Salaried General Dental Practitioners recorded the highest positive response (88%).

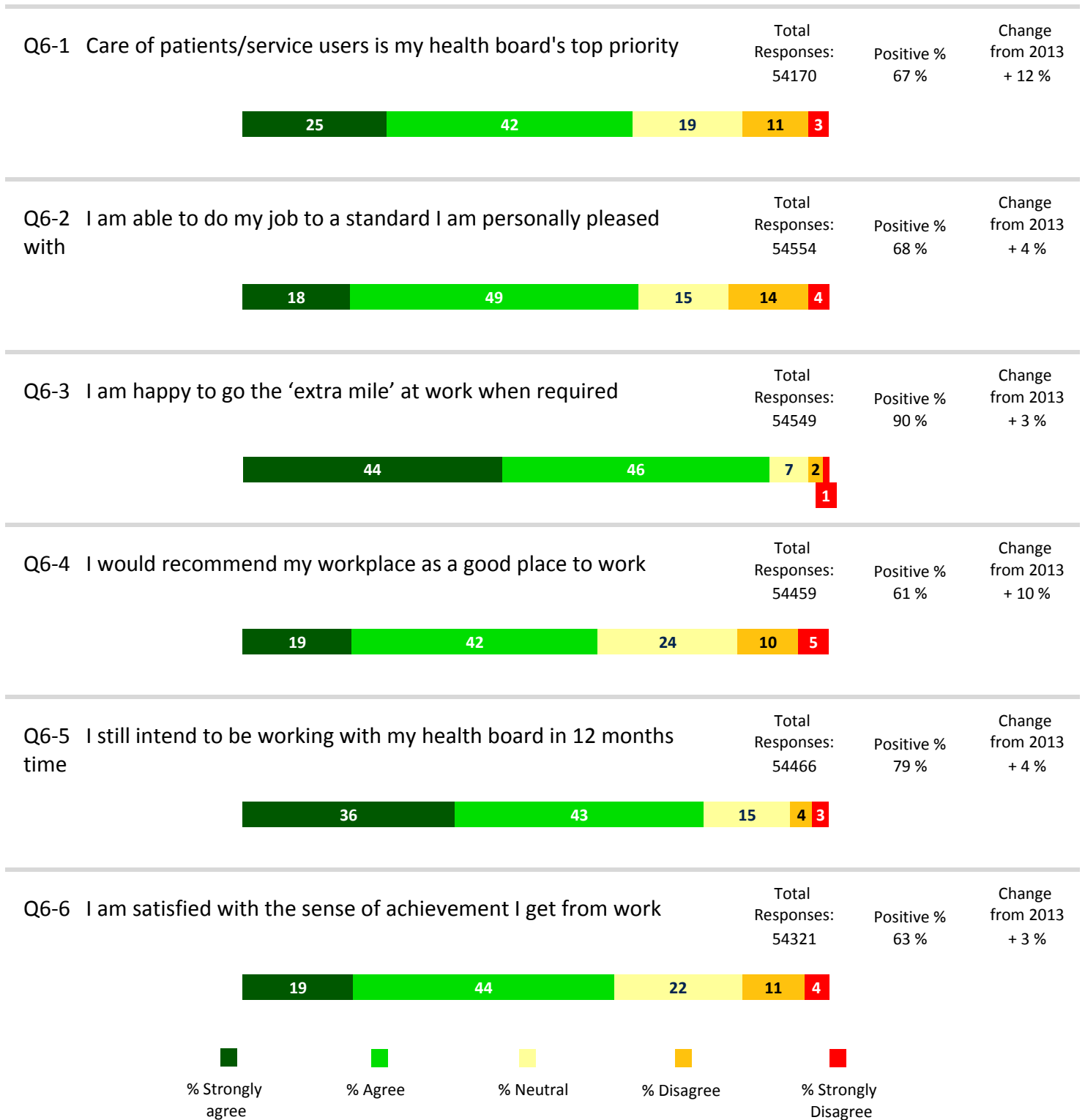
*Q6-1 Care of patients/service users is my Board's top priority* recorded a 67% positive response rate; this is 12 percentage points higher than the 2013 result (55%). Across the Boards, the range of positive responses was between 49% and 83%. Positive responses by staff group ranged between 42% and 83%.

The other three questions in this section also all recorded improvements over the 2013 score:

- *Q6-2 I am able to do my job to a standard I am personally pleased with* (68%)
- *Q6-6 I am satisfied with the sense of achievement I get from work* (63%)
- *Q6-4 I would recommend my workplace as a good place to work* (61%).

In summary, all six statements relating to overall experience received a positive response from 60% or more of all respondents. A high level of employee commitment to their job was evidenced by the 90% of respondents who agreed '*I am happy to go the 'extra mile' at work when required*'. Also, almost 80% of survey respondents agreed '*I still intend to be working within my Health Board in 12 months time*'. There were strong increases in the number of positive responses for two questions compared with 2013: *Q6-1 Care of patients/service users is my Board's top priority* (12 percentage point increase since 2013) and *Q6-4 I would recommend my workplace as a good place to work* (plus ten percentage points). However, it should be noted this question changed slightly between the years, with 'workplace' replacing the word 'Board'.

**Figure 12 - General - Overall Experience of Working in NHSScotland**



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## **APPENDICES**

**Appendix A: Participant profile**

**Appendix B: Significant change in findings between 2013 and 2014**

**Appendix C: Results by NHS Board**

**Appendix D: Results by staff group**

**Appendix E: Results by employment & socio-demographic groups**

**Appendix F: Comparison with previous surveys**

## Appendix A - Figure 1 - Participant Profile - Staff Group

Q7-1 To which staff group do you belong?



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]



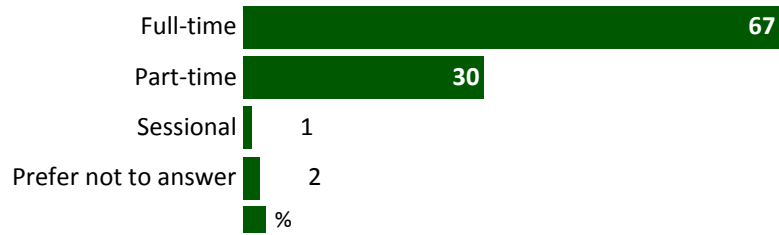
## Appendix A - Figure 1 - Participant Profile - Staff Group

Q7-1 To which staff group do you belong?

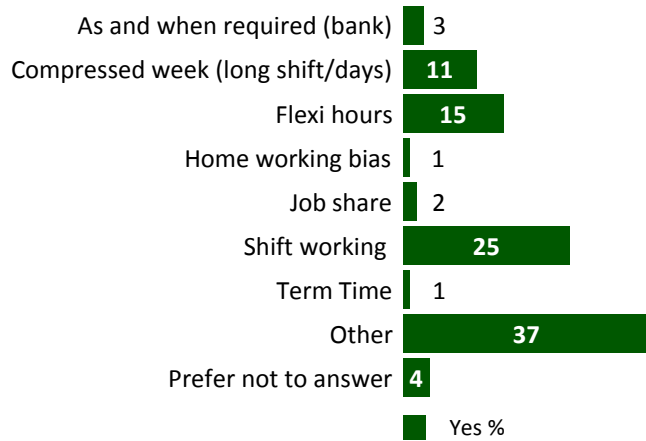
Admin and Clerical	<1
Airwing Staff	<1
Ambulance Technician	<1
Ambulance Paramedic	1
Ambulance Care Assistant	<1
Driver Grade	<1
Ambulance Control Centre Staff	<1
Education and Professional Development	<1
Fleet Management/Fleet Maintenance	<1
Frontline Manager/Team Leader	<1
Medical Directorate	<1
Middle Manager/Area Service Manager	<1
Patient Transport Service Staff	<1
Support Services (Finance/HR/Estates/ICT/Corporate Affairs/ Service Improvement/Strategic Planning etc)	<1
Senior Manager (Band 8a and above)	<1
Student/Trainee	<1
Other	3
	%

[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Q8-1 Do you work at your health board?

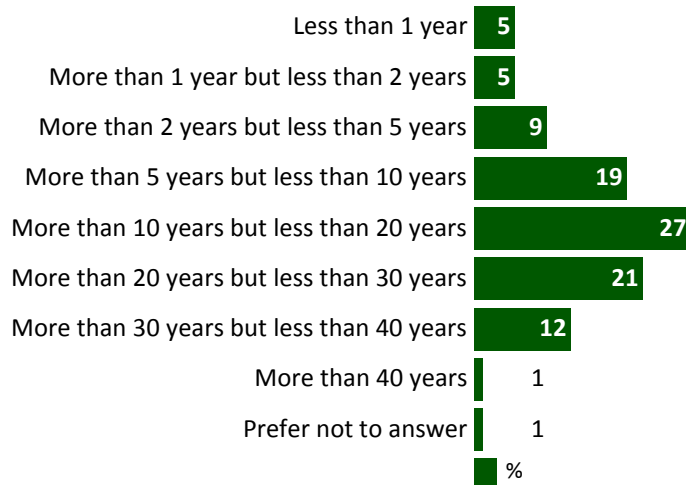


Q8-2 Which of the following working patterns applies to you?

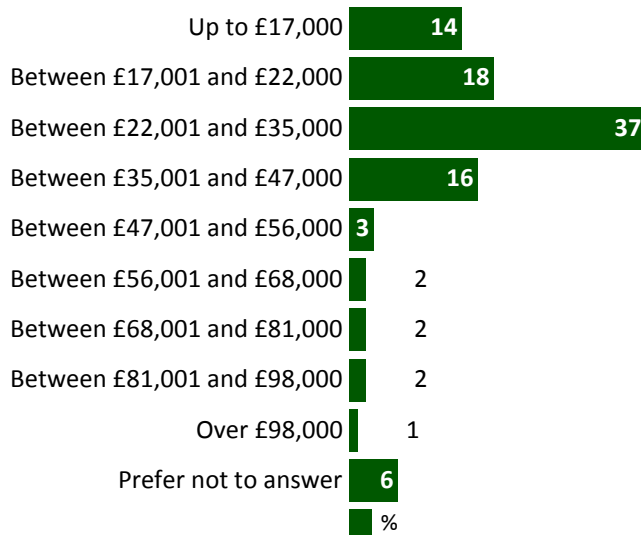


[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

Q8-3 How long have you worked in the NHS in Scotland?



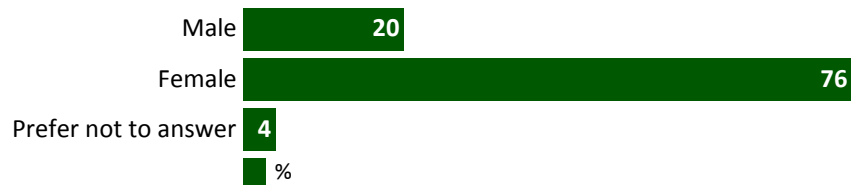
Q8-4 Which pay range do you fall within?



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## Appendix A - Figure 4 - Participant Profile - Gender, Gender Reassignment, Age Group & Sexuality

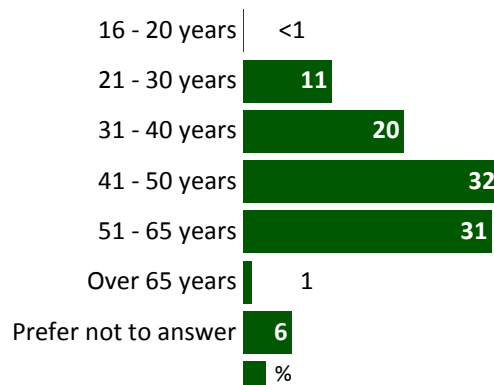
Q8-5 Are you:



Q8-6 Have you undergone, are you undergoing or do you intend to undergo gender reassignment?



Q8-7 What was your age last birthday?



Q8-8 Which of the following options best describes how you think of yourself?

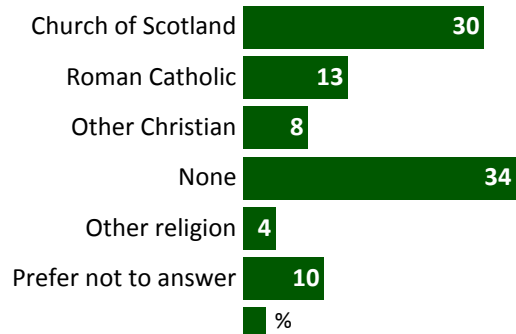


[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## Appendix A - Figure 5 - Participant Profile - Religion & Ethnicity

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Q8-9 Which religion, religious denomination or body do you belong to?



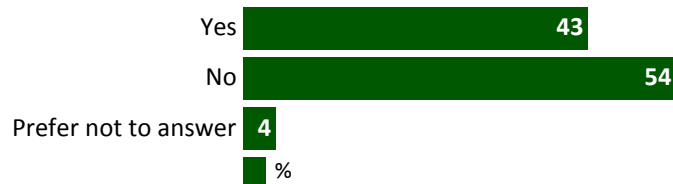
Q8-10 Which best describes your ethnic group or background?



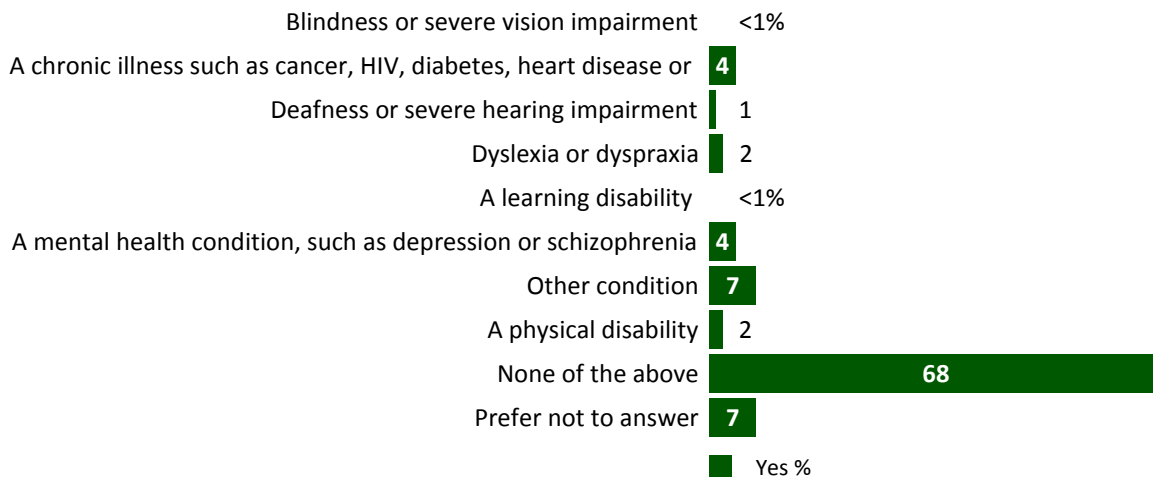
[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

## Appendix A - Figure 6 - Participant Profile - Caring Responsibilities & Disability

Q8-11 Do you have day to day caring responsibilities for dependent children or disabled/sick/elderly people outside of work?



Q8-12 Do you have any of the following conditions that have lasted, or are expected to last, at least 12 months?



Q8-13 Are your day to day activities limited because of a health problem or disability that has lasted, or is expected to last, at least 12 months?



[Note: The sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.]

**Appendix B - The results below show the positive and negative percentages between 2014 and 2013 for each question. The table also shows any significant differences between the two positive percentages between the two years.**

	2014 positive %	2014 negative %	2013 positive %	2013 negative %	Significant improvement or deterioration
Q1-1 I am kept well informed about what is happening in my health board	56%	18%	48%	23%	Improvement
Q1-2 My line manager communicates effectively with me	63%	19%	61%	21%	Improvement
Q1-3 When changes are made at work, I am clear how they will work out in practice	41%	30%	39%	32%	Improvement
Q1-4 I am clear what my duties and responsibilities are	86%	2%	83%	3%	Improvement
Q1-5 I understand how my work fits into the overall aims of my health board	78%	5%	66%	10%	Improvement
Q2-1 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?	75%	25%	73%	27%	Improvement
Q3-1 Staff are always consulted about changes at work	29%	46%	26%	50%	Improvement
Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54%	23%	49%	26%	Improvement
Q3-3 I am confident my ideas or suggestions would be listened to	42%	30%	37%	35%	Improvement
Q3-4 I have a choice in deciding what I do at work	40%	24%	38%	28%	Improvement

**Appendix B - The results below show the positive and negative percentages between 2014 and 2013 for each question. The table also shows any significant differences between the two positive percentages between the two years.**

	2014 positive %	2014 negative %	2013 positive %	2013 negative %	Significant improvement or deterioration
Q4-1 My line manager encourages me at work	63%	16%	59%	19%	Improvement
Q4-2 I get the help and support I need from colleagues	79%	6%	76%	7%	Improvement
Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59%	15%	44%	20%	Improvement
Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94%	6%	92%	8%	Improvement
Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93%	7%	92%	8%	Improvement
Q5-1 I can meet all the conflicting demands on my time at work	45%	34%	42%	36%	Improvement
Q5-2 There are enough staff for me to do my job properly	33%	46%	31%	47%	Improvement
Q5-3 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	57%	23%	52%	27%	Improvement
Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc.	80%	20%	82%	18%	Deterioration
Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91%	9%	89%	11%	Improvement



**Appendix B - The results below show the positive and negative percentages between 2014 and 2013 for each question. The table also shows any significant differences between the two positive percentages between the two years.**

	2014 positive %	2014 negative %	2013 positive %	2013 negative %	Significant improvement or deterioration
Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85%	15%	85%	15%	No significant change
Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67%	33%	68%	32%	Deterioration
Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92%	8%	91%	9%	No significant change
Q6-1 Care of patients/service users is my health board's top priority	67%	15%	55%	19%	Improvement
Q6-2 I am able to do my job to a standard I am personally pleased with	68%	17%	63%	19%	Improvement
Q6-3 I am happy to go the 'extra mile' at work when required	90%	3%	87%	5%	Improvement
Q6-4 I would recommend my workplace as a good place to work	61%	16%	50%	17%	Improvement
Q6-5 I still intend to be working with my health board in 12 months time	79%	7%	75%	8%	Improvement
Q6-6 I am satisfied with the sense of achievement I get from work	63%	15%	60%	17%	Improvement

## Appendix C - Results by NHS Board - Mainland Health Boards

Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by NHS Board.

Section	Question	Total number of respondents		Mainland Health Boards										
		NHSScotland 2014	NHSScotland 2013	4513	1681	1612	3152	2128	4723	9741	3200	3604	8356	4594
Well Informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	64	45	60	52	57	59	59	47	59	52	58
	Q1-2 My line manager communicates effectively with me	63	61	66	60	62	59	63	62	65	60	68	65	60
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	44	37	43	41	41	41	40	37	45	44	38
	Q1-4 I am clear what my duties and responsibilities are	86	83	87	88	84	86	85	87	86	84	88	88	84
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	82	77	79	78	75	78	78	74	81	79	76
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	71	86	70	69	81	67	82	71	83	74	68
	Q2-2 Did it help you to improve how you do your job?	43	39	45	42	45	41	39	47	43	38	43	47	41
	Q2-3 Did it help you agree clear objectives for your work?	67	66	72	70	67	63	61	73	67	59	64	75	63
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent?	84	83	88	84	81	82	78	84	88	79	85	88	83
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan?	77	75	80	70	82	78	78	80	75	75	77	79	78
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	30	25	33	26	28	29	27	27	30	30	27
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	54	53	60	53	55	53	52	55	55	56	53
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	43	40	45	43	43	41	40	42	44	45	41
	Q3-4 I have a choice in deciding what I do at work	40	38	39	42	43	41	39	42	40	43	40	42	39
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	65	64	65	58	61	62	63	60	66	64	59
	Q4-2 I get the help and support I need from colleagues	79	76	80	79	78	80	81	81	79	78	82	80	78
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	64	55	62	58	58	61	60	56	60	60	57
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	96	95	94	95	96	94	94	95	95	93
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	93	93	94	93	93	93	93	93	93	93
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	41	32	32	35	33	34	35	34	36	40

## Appendix C - Results by NHS Board - Mainland Health Boards

**Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by NHS Board.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Mainland Health Boards										
		NHSScotland 2014	NHSScotland 2013	4513	1681	1612	3152	2128	4723	9741	3200	3604	8356	4594
Well Informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	64	45	60	52	57	59	59	47	59	52	58
	Q1-2 My line manager communicates effectively with me	63	61	66	60	62	59	63	62	65	60	68	65	60
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	44	37	43	41	41	41	40	37	45	44	38
	Q1-4 I am clear what my duties and responsibilities are	86	83	87	88	84	86	85	87	86	84	88	88	84
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	82	77	79	78	75	78	78	74	81	79	76
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	71	86	70	69	81	67	82	71	83	74	68
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	45	42	45	41	39	47	43	38	43	47	41
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	72	70	67	63	61	73	67	59	64	75	63
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	88	84	81	82	78	84	88	79	85	88	83
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	80	70	82	78	78	80	75	75	77	79	78
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	30	25	33	26	28	29	27	27	30	30	27
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	54	53	60	53	55	53	52	55	55	56	53
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	43	40	45	43	43	41	40	42	44	45	41
	Q3-4 I have a choice in deciding what I do at work	40	38	39	42	43	41	39	42	40	43	40	42	39
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	65	64	65	58	61	62	63	60	66	64	59
	Q4-2 I get the help and support I need from colleagues	79	76	80	79	78	80	81	81	79	78	82	80	78
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	64	55	62	58	58	61	60	56	60	60	57
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	96	95	94	95	96	94	94	95	95	93
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	93	93	94	93	93	93	93	93	93	93
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	41	32	32	35	33	34	35	34	36	40
	Q4-7 Were you satisfied with the response you received?	26	27	25	25	39	27	27	34	23	26	35	28	21

## Appendix C - Results by NHS Board - Island Boards and National Bodies/Special Boards

**Table 2 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by NHS Board.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Island Boards			National Bodies/Special Boards							
		55077	44389	302	386	472	593	236	274	2493	568	714	1427	308
		NHSScotland 2014	NHSScotland 2013	NHS Orkney	NHS Shetland	NHS Western Isles	NHS Education for Scotland	NHS Health Scotland	Healthcare Improvement Scotland	NHS National Services Scotland	NHS National Waiting Times Centre	NHS24	Scottish Ambulance Service	The State Hospital
Well Informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	41	49	60	58	69	60	64	70	42	44	49
	Q1-2 My line manager communicates effectively with me	63	61	66	65	62	71	78	75	69	65	65	46	54
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	35	41	46	44	27	32	42	48	33	24	31
	Q1-4 I am clear what my duties and responsibilities are ('Always' & 'Often')	86	83	85	83	84	84	80	78	83	86	88	81	78
	Q1-5 I understand how my work fits into the overall aims of my health board ('Always' & 'Often')	78	66	75	75	74	73	67	70	78	85	82	72	76
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	74	59	50	87	93	93	82	72	77	60	81
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	44	41	49	48	50	36	37	42	37	29	40
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	68	63	65	78	76	75	65	68	52	45	66
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	75	73	77	94	95	92	82	84	56	67	89
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	72	79	80	81	79	78	78	77	68	58	70
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	23	27	40	36	51	39	38	34	21	16	23
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	55	63	58	58	68	70	58	58	35	32	46
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	45	44	46	48	45	49	41	45	26	22	33
	Q3-4 I have a choice in deciding what I do at work ('Always' & 'Often')	40	38	45	47	45	51	58	45	41	38	18	28	35
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	69	66	65	75	83	73	67	61	67	46	54
	Q4-2 I get the help and support I need from colleagues	79	76	81	80	77	83	84	75	79	76	82	69	79
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	57	53	46	70	65	60	63	63	49	37	40
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	97	94	94	97	96	97	95	95	95	89	82
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	91	91	97	94	94	94	92	93	86	84
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	39	29	25	40	27	35	39	32	29	36
	Q4-7 Were you satisfied with the response you received?	26	27	33	11	35	50	13	67	29	27	13	21	7

## Appendix C - Results by NHS Board - Island Boards and National Bodies/Special Boards

**Table 2 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by NHS Board.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Island Boards			National Bodies/Special Boards							
		NHSScotland 2014	NHSScotland 2013	302	386	472	593	236	274	2493	568	714	1427	308
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	40	39	48	58	56	55	57	55	56	40	50
	Q5-2 There are enough staff for me to do my job properly	33	31	29	32	47	52	46	39	45	41	30	21	35
	Q5-3 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	57	52	51	59	58	62	64	56	61	60	43	40	34
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	85	86	89	70	87	68	74	91	55	44	82
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	94	92	91	95	95	92	94	90	91	85	80
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	85	77	84	92	90	82	89	82	86	79	76
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	26	44	36	29	43	38	38	41	36	31	34
	Q5-8 Were you satisfied with the response you received?	37	37	54	33	49	28	54	42	41	29	33	23	11
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	77	69	76	94	97	97	92	82	41	42	57
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	97	98	95	100	100	100	100	96	100	79	80
	Q5-12 Was it discriminatory in nature?	91	91	94	94	93	89	100	89	87	84	82	85	74
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	39	48	50	30	50	56	42	39	42	33	73
	Q5-14 Were you satisfied with the response you received?	67	66	70	70	83	73	100	80	57	68	61	42	63
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	61	65	69	68	50	74	72	80	83	49
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	64	66	72	77	72	70	73	79	74	66	67
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	87	88	88	92	92	93	89	93	85	85	78
Q6-4 I would recommend my workplace as a good place to work		61	50	60	60	69	68	59	61	64	76	48	44	48
Q6-5 I still intend to be working with my health board in 12 months time		79	75	75	72	77	65	59	65	77	77	60	76	71
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	62	65	64	67	63	53	61	71	50	64	54

## Appendix D - Results by Staff Group

**Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by staff group.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Staff Group																
		NHSScotland 2014	NHSScotland 2013	14183	789	1309	635	3754	624	739	1199	48	164	6126	1108	2065	16474	328	3076	1710
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	59	64	81	72	49	52	66	63	54	52	62	38	56	55	46	41	57
	Q1-2 My line manager communicates effectively with me	63	61	64	62	79	76	55	57	77	66	60	66	69	42	58	64	65	52	68
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	42	44	62	44	32	38	41	43	31	53	41	20	38	40	41	40	44
	Q1-4 I am clear what my duties and responsibilities are	86	83	83	92	89	87	91	86	89	86	77	93	89	82	80	88	83	80	84
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	79	82	88	83	72	76	79	80	72	79	78	69	75	78	65	77	79
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	72	89	84	88	88	76	80	74	50	91	82	60	74	74	48	62	72
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	38	77	62	49	45	37	42	39	42	63	45	24	32	43	59	44	43
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	62	90	82	73	65	62	75	69	71	79	75	38	62	69	73	61	66
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	78	96	83	87	94	82	88	83	88	98	90	66	87	86	72	72	79
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	74	92	89	86	77	75	81	81	71	84	78	52	70	78	80	74	81
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	31	30	60	40	21	25	27	34	21	31	29	10	28	26	28	30	31
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	54	47	86	71	51	45	62	64	44	71	61	23	58	52	55	38	58
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	44	40	74	54	36	36	47	51	38	59	45	14	40	40	43	30	47
	Q3-4 I have a choice in deciding what I do at work	40	38	43	31	72	62	42	32	54	48	33	37	44	20	35	36	42	31	48

## Appendix D - Results by Staff Group

**Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by staff group.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Staff Group																
		NHSScotland 2014	NHSScotland 2013	14183	789	1309	635	3754	624	739	1199	48	164	6126	1108	2065	16474	328	3076	1710
				Administrative and Clerical	Doctors in Training	Executive Grades/Senior Managers	Health Promotion	Medical/Dental	Medical/Dental Support Group	Other Therapeutic Staff	Pharmacy	Salaried General Dental Practitioner	Salaried General Practitioner	Allied Health Profession Staff	Ambulance	Healthcare Science/Scientific and Technical Staff	Nursing/Midwifery Staff	Personal and Social Care	Support Service	Other staff Group
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	62	70	82	80	55	57	77	67	52	56	69	42	56	64	68	49	69
	Q4-2 I get the help and support I need from colleagues	79	76	77	90	86	86	84	77	87	77	81	86	85	67	69	80	80	68	81
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	58	75	78	66	62	60	65	69	65	62	64	31	59	56	61	53	60
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	98	97	96	96	93	95	96	96	98	96	87	94	94	96	90	95
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	94	96	96	94	95	93	93	94	94	98	95	85	92	92	94	90	94
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	34	30	44	39	32	29	41	29	25	20	33	30	31	35	46	40	28
	Q4-7 Were you satisfied with the response you received?	26	27	27	50	30	18	14	11	30	19	0	0	40	21	23	27	38	22	26
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	60	53	42	59	32	56	46	41	38	35	37	38	41	38	40	53	53
	Q5-2 There are enough staff for me to do my job properly	33	31	46	45	38	44	26	44	33	29	48	37	25	19	27	25	30	35	38
	Q5-3 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	57	52	56	68	79	62	60	53	59	64	48	72	58	35	56	57	61	49	60
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	74	59	77	88	61	85	85	81	85	44	92	46	88	89	65	84	73
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	92	97	95	92	94	91	93	93	96	97	94	84	90	90	92	88	93
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	87	91	87	88	88	84	90	87	89	92	88	77	82	83	91	84	87
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	39	31	43	49	34	34	48	37	33	50	37	33	32	37	37	42	35
	Q5-8 Were you satisfied with the response you received?	37	37	38	36	37	47	27	43	23	37	50	43	46	22	33	38	24	32	38
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	78	75	81	91	64	72	82	88	62	56	67	31	88	48	62	83	75
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	100	95	99	99	96	96	98	100	96	97	96	74	98	80	94	97	96
	Q5-12 Was it discriminatory in nature?	91	91	94	91	95	84	93	91	91	95	83	89	94	85	88	91	88	83	86
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	45	25	41	73	25	42	44	29	37	37	44	34	38	61	54	39	46
	Q5-14 Were you satisfied with the response you received?	67	66	73	88	83	73	74	71	82	69	100	85	78	42	56	65	78	50	74

## Appendix D - Results by Staff Group

**Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by staff group.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Staff Group																
		NHSScotland 2014	NHSScotland 2013	14183	789	1309	635	3754	624	739	1199	48	164	6126	1108	2065	16474	328	3076	1710
				Administrative and Clerical	Doctors in Training	Executive Grades/Senior Managers	Health Promotion	Medical/Dental	Medical/Dental Support Group	Other Therapeutic Staff	Pharmacy	Salaried General Dental Practitioner	Salaried General Practitioner	Allied Health Profession Staff	Ambulance	Healthcare Science/Scientific and Technical Staff	Nursing/Midwifery Staff	Personal and Social Care	Support Service	Other staff Group
General	Q6-1 Care of patients/service users is my health board's top priority	67	55	72	75	83	72	60	68	62	76	67	66	64	42	68	62	65	74	71
	Q6-2 I am able to do my job to a standard I am personally pleased with	68	63	75	77	71	79	65	75	73	65	77	69	65	66	67	60	63	72	73
	Q6-3 I am happy to go the 'extra mile' at work when required	90	87	91	92	96	93	91	90	92	91	92	88	91	83	86	89	93	85	91
	Q6-4 I would recommend my workplace as a good place to work	61	50	62	74	73	73	61	59	67	60	63	70	62	39	50	60	64	56	63
	Q6-5 I still intend to be working with my health board in 12 months time	79	75	79	64	78	81	77	81	76	81	88	79	78	76	77	80	76	80	77
	Q6-6 I am satisfied with the sense of achievement I get from work	63	60	62	77	73	72	69	66	75	62	69	72	66	64	57	61	67	61	65



## Appendix E - Results by Employment and Socio-Demographic Groups - Working Pattern

**Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Working Pattern			
		NHSScotland 2014	NHSScotland 2013	36772	16554	359	984
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	57	56	56	37
	Q1-2 My line manager communicates effectively with me	63	61	64	63	54	39
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	41	42	44	20
	Q1-4 I am clear what my duties and responsibilities are	86	83	85	88	89	73
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	77	79	77	64
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	76	74	50	68
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	43	43	60	29
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	67	69	77	51
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	85	84	80	75
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	77	78	76	65
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	29	29	31	15
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	55	53	47	31
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	42	42	44	20
	Q3-4 I have a choice in deciding what I do at work	40	38	42	38	43	27
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	64	62	58	41
	Q4-2 I get the help and support I need from colleagues	79	76	79	81	85	65
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	59	60	58	36
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	94	95	97	88
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	92	94	96	88
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	34	33	28
	Q4-7 Were you satisfied with the response you received?	26	27	25	30	20	18

## Appendix E - Results by Employment and Socio-Demographic Groups - Working Pattern

Table 1 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Working Pattern			
		NHSScotland 2014	NHSScotland 2013	36772	16554	359	984
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	45	47	56	36
	Q5-2 There are enough staff for me to do my job properly	33	31	32	36	41	23
	Q5-3 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	57	52	57	58	63	29
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	80	81	56	72
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	91	93	98	81
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	84	88	95	74
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	38	38	41	30
	Q5-8 Were you satisfied with the response you received?	37	37	36	40	33	36
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	65	69	76	62
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	91	94	93	92
	Q5-12 Was it discriminatory in nature?	91	91	90	93	92	89
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	51	49	41	46
	Q5-14 Were you satisfied with the response you received?	67	66	67	70	76	57
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	67	67	70
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	67	70	76	52
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	90	91	90	80
Q6-4 I would recommend my workplace as a good place to work		61	50	60	63	66	33
Q6-5 I still intend to be working with my health board in 12 months time		79	75	79	80	72	58
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	63	65	75	43

## Appendix E - Results by Employment and Socio-Demographic Groups - Length of Service

**Table 2 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Length of Service								
		NHSScotland 2014	NHSScotland 2013	2525	2549	4656	10588	15034	11438	6664	600	625
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	69	61	56	54	55	56	60	59	37
	Q1-2 My line manager communicates effectively with me	63	61	75	67	64	62	62	63	65	63	39
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	54	47	42	39	39	40	41	42	19
	Q1-4 I am clear what my duties and responsibilities are	86	83	87	87	86	85	85	86	87	88	69
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	85	80	80	78	77	77	78	81	59
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	50	69	72	75	76	78	79	74	70
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	75	61	53	44	40	37	38	41	30
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	88	78	75	67	65	64	65	66	54
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	82	83	84	83	84	85	87	84	76
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	89	83	82	77	75	76	76	78	65
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	45	36	31	28	27	27	30	31	14
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	59	55	53	51	53	54	58	57	33
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	54	47	41	39	40	42	44	45	21
	Q3-4 I have a choice in deciding what I do at work	40	38	44	39	37	36	39	43	46	49	28
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	76	68	65	62	61	62	63	61	40
	Q4-2 I get the help and support I need from colleagues	79	76	88	83	81	78	78	78	80	82	65
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	76	69	64	59	57	56	56	55	38
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	98	97	95	93	94	95	95	93	86
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	95	94	92	92	93	94	93	94	87
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	30	28	35	35	35	36	37	26	26
	Q4-7 Were you satisfied with the response you received?	26	27	58	39	36	23	22	28	27	38	9

## Appendix E - Results by Employment and Socio-Demographic Groups - Length of Service

Table 2 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Length of Service								
		NHSScotland 2014	NHSScotland 2013	2525	2549	4656	10588	15034	11438	6664	600	625
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	68	59	55	50	44	38	36	42	35
	Q5-2 There are enough staff for me to do my job properly	33	31	53	41	38	35	31	29	27	28	23
	Q5-3 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	57	52	68	62	59	55	55	56	60	65	27
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	68	76	78	81	81	82	84	83	76
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	98	95	92	91	91	91	91	90	78
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	93	88	86	85	85	85	84	87	72
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	40	35	39	39	37	38	38	34	27
	Q5-8 Were you satisfied with the response you received?	37	37	59	49	40	36	34	37	37	42	24
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	81	72	69	68	65	64	62	68	67
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	95	91	92	92	92	92	91	94	91
	Q5-12 Was it discriminatory in nature?	91	91	86	87	90	89	91	94	94	94	86
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	52	54	52	51	50	48	50	48	46
	Q5-14 Were you satisfied with the response you received?	67	66	79	76	72	66	65	67	68	68	51
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	83	74	71	66	65	64	65	69
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	81	75	73	69	66	64	63	68	51
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	96	93	92	90	89	89	90	91	76
Q6-4 I would recommend my workplace as a good place to work		61	50	80	71	66	60	58	58	60	63	34
Q6-5 I still intend to be working with my health board in 12 months time		79	75	82	77	77	76	79	81	80	66	58
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	78	71	68	62	62	62	63	69	42

## Appendix E - Results by Employment and Socio-Demographic Groups - Pay Range

**Table 3 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Pay Range									
		NHSScotland 2014	NHSScotland 2013	7364	9698	20112	8426	1865	1123	909	909	712	3212
				Up to £17,000	Between £17,001 and £22,000	Between £22,001 and £35,000	Between £35,001 and £47,000	Between £47,001 and £56,000	Between £56,001 and £68,000	Between £68,001 and £81,000	Between £81,001 and £98,000	Over £98,000	Prefer not to answer
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	53	52	57	64	69	70	64	51	49	45
	Q1-2 My line manager communicates effectively with me	63	61	60	60	64	68	71	68	72	57	58	53
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	45	40	39	43	47	52	47	31	36	32
	Q1-4 I am clear what my duties and responsibilities are	86	83	85	84	86	87	89	90	93	92	92	82
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	80	78	77	79	80	85	80	75	74	70
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	64	72	75	78	80	83	87	91	93	76
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	51	41	41	42	49	53	59	46	38	35
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	68	63	67	70	74	77	78	66	56	60
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	75	79	85	88	87	88	92	94	96	84
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	78	73	77	79	84	86	85	76	78	72
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	34	28	26	32	37	43	38	25	25	22
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	45	46	53	65	71	74	69	57	57	44
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	39	37	40	50	56	60	53	42	43	31
	Q3-4 I have a choice in deciding what I do at work	40	38	31	33	39	51	60	64	55	48	53	35
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	58	58	64	70	73	72	70	57	53	53
	Q4-2 I get the help and support I need from colleagues	79	76	77	76	80	81	82	85	88	85	84	74
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	59	55	57	64	70	73	73	65	65	49
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	94	93	94	96	97	97	97	96	96	93
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	92	91	93	94	95	96	97	95	96	91
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	35	34	36	36	42	29	36	37	32
	Q4-7 Were you satisfied with the response you received?	26	27	33	26	26	29	27	26	25	10	0	19

## Appendix E - Results by Employment and Socio-Demographic Groups - Pay Range

Table 3 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Pay Range									
		NHSScotland 2014	NHSScotland 2013	7364	9698	20112	8426	1865	1123	909	909	712	3212
				Up to £17,000	Between £17,001 and £22,000	Between £22,001 and £35,000	Between £35,001 and £47,000	Between £47,001 and £56,000	Between £56,001 and £68,000	Between £68,001 and £81,000	Between £81,001 and £98,000	Over £98,000	Prefer not to answer
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	62	57	43	35	34	39	38	29	27	36
	Q5-2 There are enough staff for me to do my job properly	33	31	44	40	30	27	28	34	30	23	23	25
	Q5-3 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	57	52	56	53	56	62	68	73	72	63	64	46
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	76	81	84	84	78	76	69	61	59	73
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	92	91	90	92	95	96	95	93	93	89
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	87	85	85	85	86	88	90	88	88	82
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	41	40	36	38	40	39	34	43	33	31
	Q5-8 Were you satisfied with the response you received?	37	37	38	37	37	41	41	40	31	29	29	29
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	69	69	62	67	78	81	68	65	65	67
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	93	93	89	93	97	98	98	96	95	94
	Q5-12 Was it discriminatory in nature?	91	91	88	90	91	93	93	95	93	94	93	89
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	55	52	54	48	38	27	27	23	23	43
	Q5-14 Were you satisfied with the response you received?	67	66	71	65	65	71	81	82	77	78	67	61
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	73	69	64	67	74	77	71	59	61
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	79	74	64	63	66	71	71	63	61	61
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	90	89	90	91	93	94	94	91	91	85
Q6-4 I would recommend my workplace as a good place to work		61	50	66	59	59	62	67	68	70	60	61	47
Q6-5 I still intend to be working with my health board in 12 months time		79	75	81	80	79	78	78	79	83	78	77	70
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	68	62	61	64	68	73	77	70	71	54

## Appendix E - Results by Employment and Socio-Demographic Groups - Gender

**Table 4 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Gender		
		NHSScotland 2014	NHSScotland 2013	10834	41337	2360
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	56	58	37
	Q1-2 My line manager communicates effectively with me	63	61	62	65	43
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	39	42	21
	Q1-4 I am clear what my duties and responsibilities are	86	83	84	87	72
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	75	79	62
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	74	75	74
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	44	43	26
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	65	68	52
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	85	84	79
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	75	78	63
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	30	29	15
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	53	55	35
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	40	43	21
	Q3-4 I have a choice in deciding what I do at work	40	38	43	40	30
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	61	64	44
	Q4-2 I get the help and support I need from colleagues	79	76	77	80	67
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	57	61	36
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	93	95	88
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	91	94	87
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	32	37	26
	Q4-7 Were you satisfied with the response you received?	26	27	19	30	16

## Appendix E - Results by Employment and Socio-Demographic Groups - Gender

Table 4 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Gender		
		NHSScotland 2014	NHSScotland 2013	10834	41337	2360
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	46	46	30
	Q5-2 There are enough staff for me to do my job properly	33	31	32	34	20
	Q5-3 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	57	52	56	59	31
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	74	82	76
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	91	92	82
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	86	86	74
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	33	40	30
	Q5-8 Were you satisfied with the response you received?	37	37	30	39	24
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	69	66	61
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	90	92	90
	Q5-12 Was it discriminatory in nature?	91	91	86	93	87
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	44	52	44
	Q5-14 Were you satisfied with the response you received?	67	66	63	69	53
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	68	67
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	68	69	50
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	87	91	79
Q6-4 I would recommend my workplace as a good place to work		61	50	58	63	34
Q6-5 I still intend to be working with my health board in 12 months time		79	75	75	81	61
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	62	65	41



## Appendix E - Results by Employment and Socio-Demographic Groups - Age Group

**Table 5 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Age Group						
		NHSScotland 2014	NHSScotland 2013	261	5946	10692	17473	16812	326	3034
				16 - 20 years	21 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Over 65 years	Prefer not to answer
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	64	59	59	57	56	57	38
	Q1-2 My line manager communicates effectively with me	63	61	69	67	66	64	63	66	44
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	58	45	41	42	41	48	23
	Q1-4 I am clear what my duties and responsibilities are	86	83	89	88	87	86	86	88	75
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	87	83	79	78	78	79	64
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	43	71	75	76	75	69	75
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	68	56	46	41	41	50	28
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	78	77	71	66	64	71	54
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	73	86	87	84	83	80	78
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	89	82	79	77	76	79	65
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	50	34	29	28	29	38	16
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	45	52	57	56	54	53	36
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	51	42	44	44	42	43	22
	Q3-4 I have a choice in deciding what I do at work	40	38	38	38	39	41	43	53	30
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	64	69	66	63	61	64	45
	Q4-2 I get the help and support I need from colleagues	79	76	85	83	81	79	78	83	69
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	75	72	64	59	54	61	37
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	96	95	95	94	95	89
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	93	94	93	93	95	88
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	27	29	33	37	37	27	28
	Q4-7 Were you satisfied with the response you received?	26	27	43	33	29	23	30	29	28

## Appendix E - Results by Employment and Socio-Demographic Groups - Age Group

Table 5 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Age Group						
		NHSScotland 2014	NHSScotland 2013	261	5946	10692	17473	16812	326	3034
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	83	57	48	42	45	69	33
	Q5-2 There are enough staff for me to do my job properly	33	31	54	38	35	31	33	50	22
	Q5-3 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	57	52	64	62	60	57	57	63	33
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	63	80	80	81	81	69	76
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	96	95	92	91	91	93	83
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	88	89	87	85	86	89	76
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	46	37	36	40	38	42	30
	Q5-8 Were you satisfied with the response you received?	37	37	25	41	37	38	37	44	28
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the	67	68	76	67	67	65	68	80	63
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	94	89	91	91	93	95	91
	Q5-12 Was it discriminatory in nature?	91	91	80	89	90	92	93	83	89
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	47	53	50	50	50	58	45
	Q5-14 Were you satisfied with the response you received?	67	66	74	70	68	66	69	74	53
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	80	71	66	66	68	73
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	88	73	68	66	69	87	52
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	93	92	90	90	91	95	80
Q6-4 I would recommend my workplace as a good place to work		61	50	76	68	63	60	61	73	37
Q6-5 I still intend to be working with my health board in 12 months time		79	75	76	76	79	81	80	69	62
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	71	67	64	63	65	81	44

## Appendix E - Results by Employment and Socio-Demographic Groups - Sexuality

**Table 6 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Sexuality		
		55077	44389	48329	1479	4238
		NHSScotland 2014	NHSScotland 2013	Heterosexual/straight	Other sexuality	Prefer not to answer
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	58	53	43
	Q1-2 My line manager communicates effectively with me	63	61	64	62	52
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	42	38	28
	Q1-4 I am clear what my duties and responsibilities are	86	83	86	83	80
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	79	74	67
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	75	72	76
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	44	45	33
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	68	68	58
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	84	83	82
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	78	77	70
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	30	28	19
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	55	51	42
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	43	38	30
	Q3-4 I have a choice in deciding what I do at work	40	38	41	37	33
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	64	61	52
	Q4-2 I get the help and support I need from colleagues	79	76	80	77	72
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	60	60	42
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	91	92
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	85	90
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	34	30
	Q4-7 Were you satisfied with the response you received?	26	27	27	25	24

## Appendix E - Results by Employment and Socio-Demographic Groups - Sexuality

Table 6 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Sexuality		
		NHSScotland 2014	NHSScotland 2013	48329	1479	4238
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	47	47	33
	Q5-2 There are enough staff for me to do my job properly	33	31	34	33	23
	Q5-3 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	57	52	58	56	43
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	81	78	77
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	92	89	88
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	86	79	80
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	38	39	32
	Q5-8 Were you satisfied with the response you received?	37	37	37	31	39
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	67	63	63
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	92	87	90
	Q5-12 Was it discriminatory in nature?	91	91	92	81	89
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	50	57	46
	Q5-14 Were you satisfied with the response you received?	67	66	69	59	56
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	68	66
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	69	66	55
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	91	87	82
Q6-4 I would recommend my workplace as a good place to work		61	50	62	58	44
Q6-5 I still intend to be working with my health board in 12 months time		79	75	80	74	67
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	65	60	49

## Appendix E - Results by Employment and Socio-Demographic Groups - Religious Beliefs

Table 7 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Religious Beliefs					
		NHSScotland 2014	NHSScotland 2013	16392	7113	4343	2154	18589	5627
				Church of Scotland	Roman Catholic	Other Christian	Other religion	No Religion	Prefer not to answer
Well Informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	59	60	60	54	56	45
	Q1-2 My line manager communicates effectively with me	63	61	65	67	67	61	63	53
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	44	44	42	41	40	29
	Q1-4 I am clear what my duties and responsibilities are	86	83	87	86	88	86	86	80
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	80	80	78	77	78	69
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	75	77	76	75	73	76
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	44	48	48	52	40	33
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	69	70	72	70	67	57
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	85	85	86	84	84	81
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	78	78	81	77	77	70
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	31	33	30	29	28	20
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	56	54	58	51	54	43
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	44	43	45	38	42	30
	Q3-4 I have a choice in deciding what I do at work	40	38	42	40	44	41	41	33
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	64	65	66	61	63	53
	Q4-2 I get the help and support I need from colleagues	79	76	80	80	81	77	80	72
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	61	60	63	55	61	44
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	94	95	92	95	91
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	94	92	94	88	94	90
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	36	36	34	34	35	30
	Q4-7 Were you satisfied with the response you received?	26	27	31	24	26	19	26	25

## Appendix E - Results by Employment and Socio-Demographic Groups - Religious Beliefs

Table 7 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Religious Beliefs				
		NHSScotland 2014	NHSScotland 2013	16392	4343	7113	20743	5627
				Church of Scotland	Other Christian	Roman Catholic	Other religion	Prefer not to answer
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	47	43	49	46	36
	Q5-2 There are enough staff for me to do my job properly	33	31	34	32	36	33	25
	Q5-3 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	57	52	59	60	59	58	43
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	83	81	80	80	78
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	92	92	91	92	87
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	86	85	86	86	80
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	38	34	41	39	31
	Q5-8 Were you satisfied with the response you received?	37	37	40	41	38	35	33
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	67	69	64	67	64
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	92	94	92	91	92
	Q5-12 Was it discriminatory in nature?	91	91	93	91	89	91	90
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	51	49	53	50	46
	Q5-14 Were you satisfied with the response you received?	67	66	70	74	66	67	58
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	70	68	70	65
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	70	68	71	67	57
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	92	92	91	89	84
Q6-4 I would recommend my workplace as a good place to work		61	50	64	64	65	60	46
Q6-5 I still intend to be working with my health board in 12 months time		79	75	83	78	82	78	69
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	67	67	67	62	51

## Appendix E - Results by Employment and Socio-Demographic Groups - Ethnicity

**Table 8 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Ethnicity		
		55077	44389	50818	1370	2227
		NHSScotland 2014	NHSScotland 2013	White	Other ethnicity	Prefer not to answer
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	57	61	40
	Q1-2 My line manager communicates effectively with me	63	61	64	67	49
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	41	47	24
	Q1-4 I am clear what my duties and responsibilities are	86	83	86	91	78
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	78	83	65
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	75	83	77
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	43	69	30
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	67	80	55
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	84	89	83
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	77	83	68
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	29	37	17
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	54	52	41
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	43	41	27
	Q3-4 I have a choice in deciding what I do at work	40	38	41	42	33
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	63	66	49
	Q4-2 I get the help and support I need from colleagues	79	76	79	84	72
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	60	64	40
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	95	93	91
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	93	89	89
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	35	40	24
	Q4-7 Were you satisfied with the response you received?	26	27	27	32	22

## Appendix E - Results by Employment and Socio-Demographic Groups - Ethnicity

Table 8 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Ethnicity		
		55077	44389	50818	1370	2227
		NHSScotland 2014	NHSScotland 2013	White	Other ethnicity	Prefer not to answer
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	46	53	31
	Q5-2 There are enough staff for me to do my job properly	33	31	33	39	21
	Q5-3 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	57	52	58	60	38
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	81	73	75
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	92	92	86
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	86	84	78
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	38	44	29
	Q5-8 Were you satisfied with the response you received?	37	37	37	38	30
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	66	77	64
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	92	94	93
	Q5-12 Was it discriminatory in nature?	91	91	92	69	88
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	51	50	38
	Q5-14 Were you satisfied with the response you received?	67	66	68	66	54
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	67	78
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	68	78	51
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	90	92	80
Q6-4 I would recommend my workplace as a good place to work		61	50	61	71	40
Q6-5 I still intend to be working with my health board in 12 months time		79	75	79	81	62
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	64	73	44



## Appendix E - Results by Employment and Socio-Demographic Groups - Disability

**Table 9 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.**

Note: Sub questions for Q4-8 A to F, Q5-9 A to F and Q5-15 A to F are not reported here due to the complexity of presenting the multiple reasons for not reporting. Responses to negatively-phrased questions have been treated in reverse to allow direct comparison with positively-worded questions.

Section	Question	Total number of respondents		Disability (lasting at least 12 months)	
		NHSScotland 2014	NHSScotland 2013	Disability	No Disability
		55077	44389	9636	45441
Well informed	Q1-1 I am kept well informed about what is happening in my health board	56	48	53	57
	Q1-2 My line manager communicates effectively with me	63	61	60	64
	Q1-3 When changes are made at work, I am clear how they will work out in practice	41	39	37	41
	Q1-4 I am clear what my duties and responsibilities are	86	83	83	87
	Q1-5 I understand how my work fits into the overall aims of my health board	78	66	74	79
Appropriately Trained and Developed	Q2-1 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? ('Yes, KSF development review' & 'Yes, other type of performance review, appraisal, Personal Development Plan meeting or equivalent')	75	73	72	75
	Q2-2 Did it help you to improve how you do your job? (based on the respondents answering either 'Yes' response to Q2-1)	43	39	42	43
	Q2-3 Did it help you agree clear objectives for your work? (based on the respondents answering either 'Yes' response to Q2-1)	67	66	65	68
	Q2-4 Did you agree a Personal Development Plan (PDP) or equivalent? (based on the respondents answering either 'Yes' response to Q2-1)	84	83	82	85
	Q2-5 Have you received, or expect to receive, the training that was identified in that plan? (based on the respondents answering either 'Yes' response to Q2-4)	77	75	73	78
Involved in Decisions	Q3-1 Staff are always consulted about changes at work	29	26	25	30
	Q3-2 I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace	54	49	49	55
	Q3-3 I am confident my ideas or suggestions would be listened to	42	37	37	43
	Q3-4 I have a choice in deciding what I do at work	40	38	37	41
Treated Fairly and Consistently, with Dignity and Respect in an Environment where Diversity is Valued	Q4-1 My line manager encourages me at work	63	59	60	63
	Q4-2 I get the help and support I need from colleagues	79	76	74	80
	Q4-3 My health board acts fairly and offers equality of opportunity with regard to career progression/promotion	59	44	52	60
	Q4-4 During the past 12 months while working for my health board, have you experienced unfair discrimination from your manager?	94	92	90	95
	Q4-5 During the past 12 months while working for my health board, have you experienced unfair discrimination from other colleagues?	93	92	88	94
	Q4-6 Did you report the unfair discrimination you experienced?	35	34	36	34
	Q4-7 Were you satisfied with the response you received?	26	27	26	27

## Appendix E - Results by Employment and Socio-Demographic Groups - Disability

Table 9 - Percentage of positive responses to questions relating to the overall experience of working for NHSScotland, by employment and socio-demographic groups.

Section	Question	Total number of respondents		Disability (lasting at least 12 months)	
		NHSScotland 2014	NHSScotland 2013	Disability	No Disability
Provided with a Continuously Improving and Safe Working Environment Promoting the Health and Wellbeing of Staff, Patients and the Wider Community	Q5-1 I can meet all the conflicting demands on my time at work	45	42	43	46
	Q5-2 There are enough staff for me to do my job properly	33	31	29	34
	Q5-3 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	57	52	51	58
	Q5-4 Have you had any health and safety training paid for or provided by my health board? E.g. Fire training, manual handling etc. ('Yes, in the last 12 months' & 'Yes, more than 12 months ago')	80	82	81	80
	Q5-5 During the last 12 months while working for my health board have you experienced bullying/harassment from your manager?	91	89	87	92
	Q5-6 During the past 12 months while working for my health board, have you experienced bullying/harassment from other colleagues?	85	85	78	87
	Q5-7 Did you report the bullying/harassment you experienced?	37	36	39	37
	Q5-8 Were you satisfied with the response you received?	37	37	33	38
	Q5-10 During the past 12 months while working for my health board, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	67	68	60	68
	Q5-11 During the past 12 months while working for my health board, have you experienced physical violence from patients/service users or other members of the public?	92	91	90	92
	Q5-12 Was it discriminatory in nature?	91	91	88	92
	Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	50	50	53	49
	Q5-14 Were you satisfied with the response you received?	67	66	61	69
	General	Q6-1 Care of patients/service users is my health board's top priority	67	55	64
Q6-2 I am able to do my job to a standard I am personally pleased with		68	63	63	69
Q6-3 I am happy to go the 'extra mile' at work when required		90	87	87	90
Q6-4 I would recommend my workplace as a good place to work		61	50	55	62
Q6-5 I still intend to be working with my health board in 12 months time		79	75	76	79
Q6-6 I am satisfied with the sense of achievement I get from work		63	60	58	64

## Appendix F: Comparison with Previous Surveys

**Table F1: Comparison with previous NHSScotland Staff Surveys (percentage of positive responses)**

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

Question		2006	2008	2010	2013	2014
<b>Overall Experience</b>						
Q6-1	Care of patients/service users is my Board's top priority	N/A	N/A	63	55	67
Q6-2	I am able to do my job to a standard I am personally pleased with	N/A	N/A	70	63	67
Q6-3	I am happy to go the 'extra mile' at work when required	N/A	85	88	87	90
Q6-4	I would recommend my Board as a good place to work	43 <sup>Q</sup>	55	58	50	61
Q6-5	I still intend to be working within my Board in 12 months' time	70	77	79	75	79
Q6-6	I am satisfied with the sense of achievement I get from work	N/A	N/A	71 <sup>Q</sup>	60	63
<b>Well Informed</b>						
Q1-1	I am kept well informed about what is happening in my Board	41	49	58	48	56
Q1-2	My line manager communicates effectively with me	59 <sup>Q</sup>	N/A	62	61	63
Q1-3	When changes are made at work, I am clear how they will work out in practice	N/A	N/A	41	39	41
Q1-4	I am clear what my duties and responsibilities are	80 <sup>Q</sup>	80 <sup>Q</sup>	85	83	86
Q1-5	I understand how my work fits into the overall aims of my Board	N/A	N/A	76	66	78
<b>Appropriately Trained and Developed</b>						
Q2-1	In the last 12 months, have you had a KSF development review, performance review, appraisal PDP meeting or equivalent?	47 <sup>Q</sup>	49 <sup>Q</sup>	70	73	75
Q2-2	Did it help you to improve how you do your job?	N/A	N/A	44	39	43
Q2-3	Did it help you agree clear objectives for your work?	N/A	N/A	72	66	67
Q2-4	Did you agree a Personal Development Plan or equivalent?	N/A	N/A	87	83	84
Q2-5	Have you received, or do you expect to receive, the training that was identified in that plan?	N/A	N/A	77	75	77
<b>Involved in Decisions</b>						
Q3-1	Staff are always consulted about changes at work.	N/A	N/A	27	26	29
Q3-2	I have sufficient opportunities to put forward new ideas or suggestions for improvement in my workplace.	33 <sup>Q</sup>	49 <sup>Q</sup>	51	49	53
Q3-3	I am confident my ideas or suggestions would be listened to.	29	45	39	37	41
Q3-4	I have a choice in deciding what I do at work.	N/A	N/A	42	38	40

**Table F1 (cont): Comparison with previous NHSScotland Staff Surveys (percentage of positive responses)**

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

Question	2006	2008	2010	2013	2014
<b>Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued</b>					
Q4-1 My line manager encourages me at work	N/A	N/A	62	59	63
Q4-2 I get the help and support I need from colleagues	74 <sup>Q</sup>	76 <sup>Q</sup>	79	76	80
Q4-3 My Board acts fairly and offers equality of opportunity with regard to career progression / promotion	45 <sup>Q</sup>	62 <sup>Q</sup>	59 <sup>Q</sup>	44	59
Q4-4 During the past 12 months have you experienced unfair discrimination from your manager?	N/A	N/A	91 <sup>Q</sup>	92	94
Q4-5 During the past 12 months have you experienced unfair discrimination from other colleagues?	N/A	N/A	92 <sup>Q</sup>	92	93
Q4-6 Did you report the unfair discrimination you experienced?	N/A	N/A	32 <sup>Q</sup>	34	35
Q4-7 Were you satisfied with the response you received?	N/A	N/A	N/A	27	26
Q4-8 I did not report the discrimination because					
a) I felt nothing would happen	N/A	N/A	N/A	91	90
b) I was unaware of how to report it	N/A	N/A	N/A	26	26
c) I thought it would take too much time to report it	N/A	N/A	N/A	56	33
d) I feared what would happen if it did report it	N/A	N/A	N/A	80	79
e) I thought it would take too long for anything to be done about it	N/A	N/A	N/A	56	57
f) I was concerned about confidentiality	N/A	N/A	N/A	80	80

**Table F1 (cont): Comparison with previous NHSScotland Staff Surveys (percentage of positive responses)**

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

Question	2006	2008	2010	2013	2014
<b>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</b>					
Q5-1 I can meet all the conflicting demands on my time at work	N/A	N/A	N/A	42	45
Q5-2 There are enough staff for me to do my job properly	34 <sup>Q</sup>	N/A	28	31	33
Q5-3 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	57
Q5-4 Have you had any Health & Safety training paid for or provided by your Board?	N/A	N/A	82	84	80
Q5-5 During the past 12 months have you experienced bullying/harassment from your manager?	N/A	N/A	90 <sup>Q</sup>	89	91
Q5-6 During the past 12 months have you experienced bullying/harassment from other colleagues?	N/A	N/A	87 <sup>Q</sup>	85	85
Q5-7 Did you report the bullying / harassment you experienced?	N/A	N/A	33 <sup>Q</sup>	36	37
Q5-8 Were you satisfied with the response you received?	N/A	N/A	N/A	37	37
Q5-9 I did not report the bullying/harassment because					
a) I felt nothing would happen	N/A	N/A	N/A	87	87
b) I was unaware of how to report it	N/A	N/A	N/A	20	20
c) I thought it would take too much time to report it	N/A	N/A	N/A	28	27
d) I feared what would happen if it did report it	N/A	N/A	N/A	80	78
e) I thought it would take too long for anything to be done about it	N/A	N/A	N/A	50	49
f) I was concerned about confidentiality	N/A	N/A	N/A	78	76
Q5-10 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	67
Q5-11 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	92
Q5-12 Was it discriminatory in nature?	N/A	N/A	N/A	91	91
Q5-13 Did you report the emotional/verbal abuse or physical violence you experienced?	N/A	N/A	N/A	50	50
Q5-14 Were you satisfied with the response you received?	N/A	N/A	N/A	66	67
Q5-15 I did not report the emotional/verbal abuse or physical violence because					
a) I felt nothing would happen	N/A	N/A	N/A	64	61
b) I was unaware of how to report it	N/A	N/A	N/A	14	14
c) I thought it would take too much time to report it	N/A	N/A	N/A	36	37
d) I feared what would happen if it did report it	N/A	N/A	N/A	16	14
e) I thought it would take too long for anything to be done about it	N/A	N/A	N/A	37	32
f) I was concerned about confidentiality	N/A	N/A	N/A	24	21



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