

NATIONAL ASSEMBLY FOR  
ASSEMBLY PARLIAMENTARY

# Welsh Assembly Government

## Staff Survey 2009

### Care & Social Services Inspectorate Highlights Report

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ORC International

# 1. Introduction

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This report is designed to provide the Care & Social Services Inspectorate with actionable data from the Staff Survey 2009 in a brief and clear format.

## Favourable Percentages

To keep the reports brief, many of the results in this report are shown as favourable percentages. The favourable percentage is a measure of the percentage of respondents that gave a response to a question which reflected positively on the organisation. It is calculated by adding together all responses judged to be favourable from respondents in the relevant group, and dividing by the number of respondents in that group which answered the question.

In the survey the respondents were presented with the choice of five possible answers where the combination of "Strongly Agree" and "Agree" is defined as favourable responses.

## Please Note

Some questions in the survey were negatively phrased and are identified as such in the report with a ^ next to the question. For these questions, the % favourable score refers to the proportion of respondents who answered 'Disagree' and 'Strongly disagree'.

## Rounding

The figures are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up. If you perform calculations using rounded figures, these may differ slightly from our calculations. For example, if you add together the % Strongly Agree, % Agree, % Neither, % Disagree and % Strongly Disagree these may not total to exactly 100%.

## Worked Example

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentages	25%	27%	29%	16%	4%	101%

Number of favourable responses                    (151+166)= 317  
% Favourable score                                    317/613= 52%

## Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. In this report, units where less than 10 people responded will not be reported on individually. However, their data will still contribute to the scores for the organisation overall.

## 2. Highest and Lowest Scoring Sections and Questions

The results in this section show the % favourable scores for the best and worst performing three sections and five questions.

### Highest Favourable Scores

Sections	% Favourable
Equality and diversity at work	77%
Me and My Job	76%
Work/life balance	75%
Questions	% Favourable
15. (If "Yes" to question 14) I am confident in my skills to manage my team.	98%
16. (If "Yes" to question 14) the people I manage have the skills they need to deliver their objectives.	93%
7. I understand how my work contributes to the objectives of my division.	92%
8. I understand how my work contributes to the objectives of the organisation.	91%
48. I am personally motivated to help the organisation achieve its objectives.	83%

### Lowest Favourable Scores

Sections	% Favourable
Senior Management	36%
Work Culture	39%
Development and Performance	61%
Questions	% Favourable
26. What I hear about key issues in the organisation is consistent throughout all levels of management.	32%
43. I think that generally the different parts of the organisation work well together.	33%
17. Poor performance is dealt with effectively where I work.	34%
24. The organisation as a whole is well managed.	35%
28. I believe the Strategic Delivery and Performance Board has a clear vision for the future of the organisation.	35%

### 3. Section and Question Scores Showing Greatest Variation from Department for Public Services & Performance

The results in this section show the questions and sections which had the most variation from the favourable score for Department for Public Services & Performance.

Most Positive Variance		
Sections	% Favourable	Variance
Work/life balance	75%	0
Me and My Job	76%	-1
Development and Performance	61%	-2

Questions	% Favourable	Variance
16. (If "Yes" to question 14) the people I manage have the skills they need to deliver their objectives.	93%	+8
15. (If "Yes" to question 14) I am confident in my skills to manage my team.	98%	+7
5. I have the technology (ICT/IT) I need to do my job effectively.	73%	+4
11. I receive regular and constructive feedback on my performance.	72%	+2
49. I intend to still be working for the Welsh Assembly Government in 12 months time.	76%	+2

Most Negative Variance		
Sections	% Favourable	Variance
Equality and diversity at work	77%	-5
Team and Line Management	66%	-5
Communication	62%	-4

Questions	% Favourable	Variance
21. Our team regularly looks for better ways of working with external stakeholders.	60%	-11
33. The organisation is committed to equality of opportunity for all staff.	59%	-9
22. I have confidence in the Senior Civil Service (SCS) in my department.	39%	-9
13. I am satisfied with the opportunities I have for career development while working for the Welsh Assembly Government.	43%	-7
45. I feel that my opinion is valued.	41%	-7

## 4. Section and Question Scores Showing Greatest Variation from Welsh Assembly Government

The results in this section show the questions and sections which had the most variation from the favourable score for Welsh Assembly Government.

### Most Positive Variance

Sections	% Favourable	Variance
Development and Performance	61%	+1
Me and My Job	76%	0
Senior Management	36%	-1

Questions	% Favourable	Variance
16. (If "Yes" to question 14) the people I manage have the skills they need to deliver their objectives.	93%	+11
11. I receive regular and constructive feedback on my performance.	72%	+10
15. (If "Yes" to question 14) I am confident in my skills to manage my team.	98%	+6
12. My performance has improved as a result of skills I have developed over the past year.	67%	+5
48. I am personally motivated to help the organisation achieve its objectives.	83%	+5

### Most Negative Variance

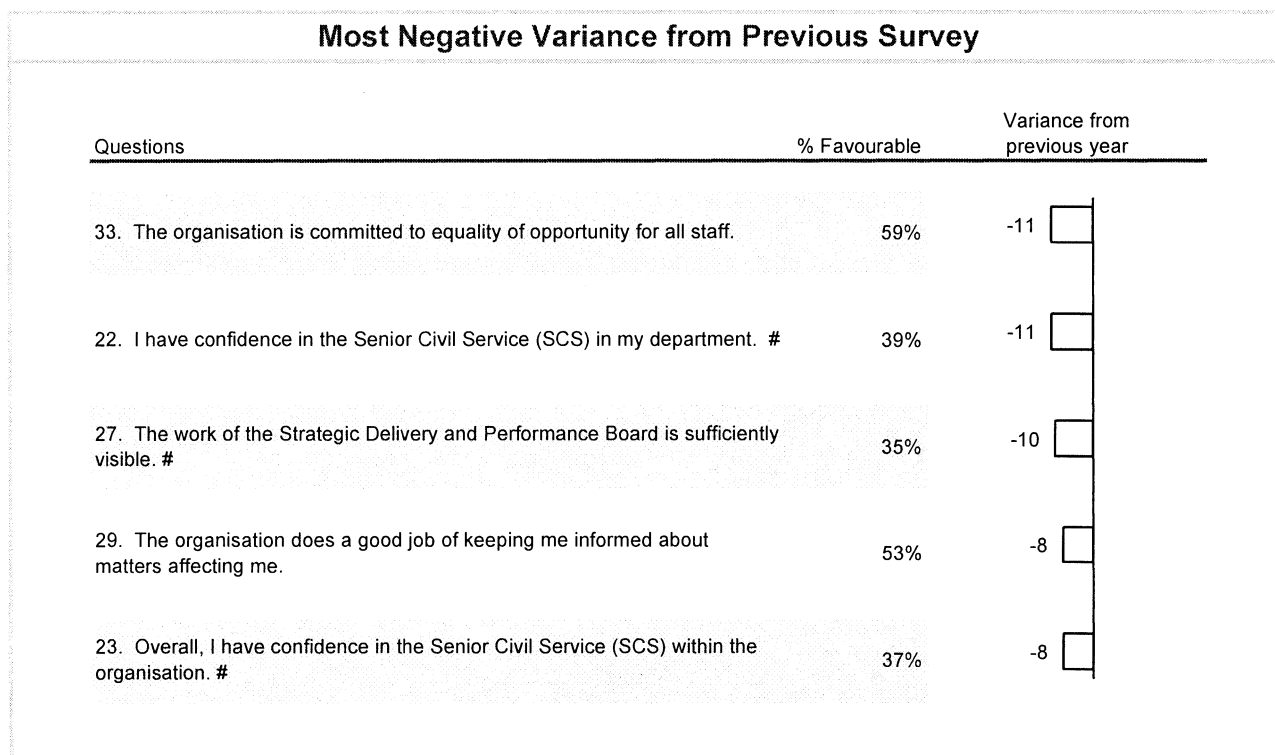
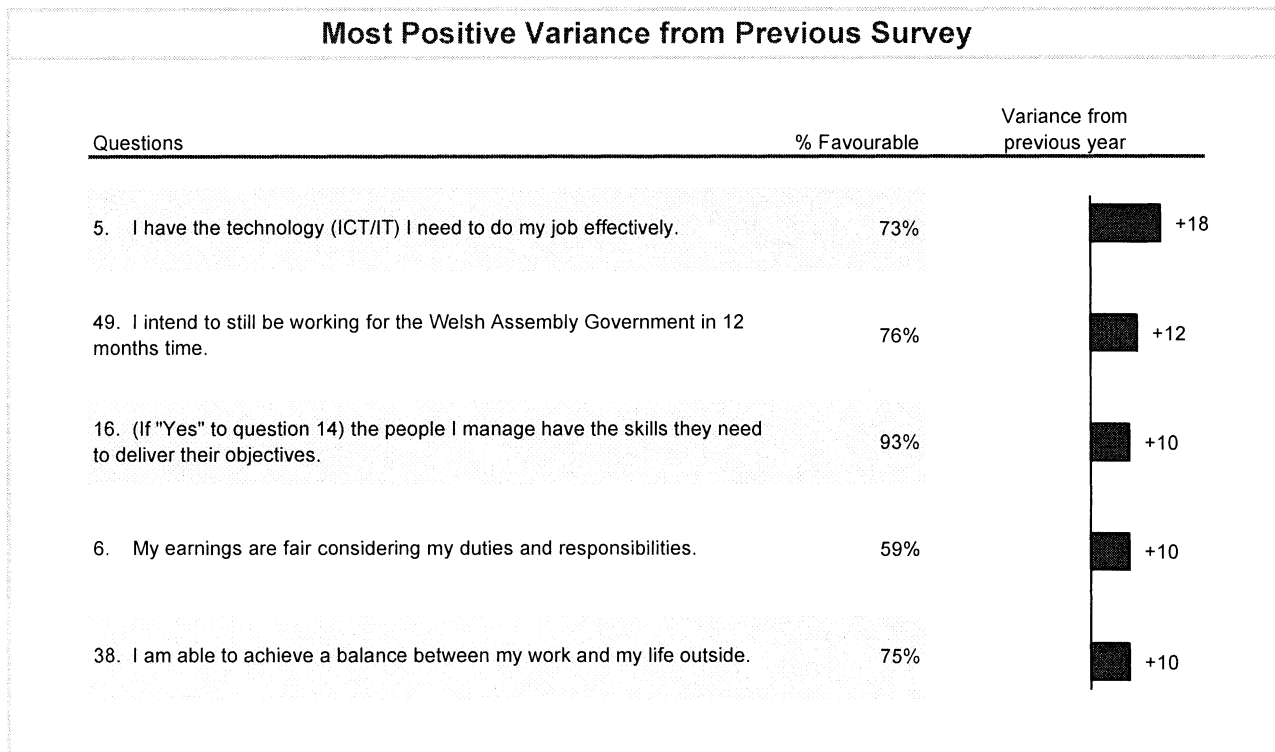
Sections	% Favourable	Variance
Equality and diversity at work	77%	-8
Team and Line Management	66%	-7
Communication	62%	-5

Questions	% Favourable	Variance
33. The organisation is committed to equality of opportunity for all staff.	59%	-15
50. I feel inspired to do my best at work.	59%	-11
34. I am treated with fairness and respect at work.	73%	-10
29. The organisation does a good job of keeping me informed about matters affecting me.	53%	-9
22. I have confidence in the Senior Civil Service (SCS) in my department.	39%	-8

## 5. Question Scores Showing Greatest Variation from the Previous Survey

The results in this section show the questions which had the most variation from the favourable score for the Care & Social Services Inspectorate compared to the last survey.



# This indicates that the text for this question has changed slightly from the previous survey, but the question is still comparable.

## 6. Employee Engagement

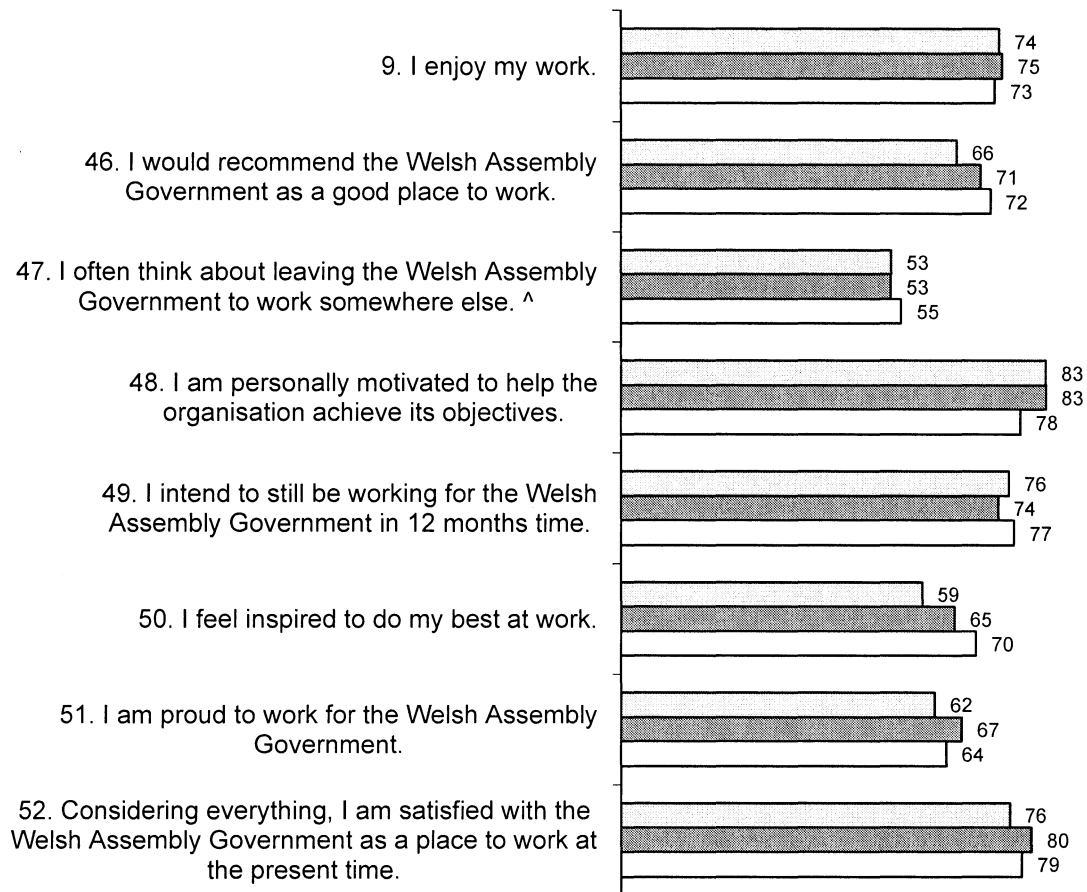
The Staff Survey 2009 included a set of 8 engagement questions. These questions have been identified as measuring employee engagement, to measure respondents' attachment to the Welsh Assembly Government. Employee engagement can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. This can be framed in terms of 'say, stay and strive' engagement principles:

'Say' is the extent to which employees are inclined to speak positively about the organisation to colleagues and potential employees.

'Stay' reflects an employee's commitment to the organisation.

'Strive' is the extent to which employees are willing to go the extra mile and put discretionary effort into their work.

The graph below lists the results of the 8 engagement questions used to measure levels of employee engagement amongst respondents. The Engagement Score is an overall indication of employee engagement with the organisation (this is the average of the positive responses to the 8 questions).



Care & Social Services Inspectorate   
  Department for Public Services & Performance   
  Welsh Assembly Government

^ This indicates that the question is negatively phrased

## 7. Results by Question

This section shows the full scale breakdown for each question. The % favourable scores are also shown, together with variation from the previous year's data, Department for Public Services & Performance and Welsh Assembly Government. Where data does not exist, or where groups of less than 10 people have responded, values are shown as '-'.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Me and My Job</b>						<b>76</b>		<b>-1</b>	<b>0</b>
4. I am satisfied with my working environment.	15	54	7	21	4	69	-3	-4	-5
5. I have the technology (ICT/IT) I need to do my job effectively.	13	60	5	18	3	73	+18	+4	+4
6. My earnings are fair considering my duties and responsibilities.	9	50	12	23	5	59	+10	-4	-5
7. I understand how my work contributes to the objectives of my division.	23	69	6	1	0	92	-2	0	+2
8. I understand how my work contributes to the objectives of the organisation.	22	69	4	4	0	91	0	0	+4
9. I enjoy my work.	16	58	12	12	2	74	0	-1	+1



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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Development and Performance</b>						<b>61</b>	<b>-2</b>	<b>+1</b>	
10. I have the training and development I need to do my job well.	9	63	13	15	0	72	+4	-4	0
11. I receive regular and constructive feedback on my performance.	12	59	9	17	2	72	+8	+2	+10
12. My performance has improved as a result of skills I have developed over the past year.	13	54	16	15	1	67	+3	0	+5
13. I am satisfied with the opportunities I have for career development while working for the Welsh Assembly Government.	7	36	14	32	10	43	+7	-7	-7
14. Do you have line management responsibilities?	26 (Yes)	74 (No)				-	-	-	-
15. (If "Yes" to question 14) I am confident in my skills to manage my team.	26	72	0	2	0	98	+5	+7	+6
16. (If "Yes" to question 14) the people I manage have the skills they need to deliver their objectives.	15	78	2	6	0	93	+10	+8	+11
17. Poor performance is dealt with effectively where I work.	0	34	25	29	12	34	+2	+1	+0

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Team and Line Management</b>						<b>66</b>		<b>-5</b>	<b>-7</b>
18. My line manager empowers me to do my job effectively.	13	57	13	16	1	70	+5	-3	-8
19. My team is well managed (note- this statement refers to the team you work in, not the team you manage).	13	45	18	19	5	58	+3	-1	-6
20. The people I work with co-operate with each other to get the job done.	26	51	10	10	2	77	-6	-5	-6
21. Our team regularly looks for better ways of working with external stakeholders.	14	46	22	15	2	60	+4	-11	-8

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Senior Management</b>						<b>36</b>		<b>-3</b>	<b>-1</b>
22. I have confidence in the Senior Civil Service (SCS) in my department. #	2	36	29	25	7	39	-11	-9	-8
23. Overall, I have confidence in the Senior Civil Service (SCS) within the organisation. #	3	34	40	20	4	37	-8	-4	-1
24. The organisation as a whole is well managed.	2	33	34	26	5	35	-6	-3	-2
25. I believe that the decisions and behaviours of the SCS are consistent with the organisation's values.	2	35	44	15	4	37	-	-3	-1
26. What I hear about key issues in the organisation is consistent throughout all levels of management.	2	31	40	24	4	32	-	-3	0
27. The work of the Strategic Delivery and Performance Board is sufficiently visible. #	2	33	36	25	3	35	-10	-2	0
28. I believe the Strategic Delivery and Performance Board has a clear vision for the future of the organisation.	2	34	48	15	3	35	-	0	+3

# This indicates that the text for this question has changed slightly from the previous survey, but the question is still comparable.

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Communication</b>						<b>62</b>		<b>-4</b>	<b>-5</b>
29. The organisation does a good job of keeping me informed about matters affecting me.	1	51	14	28	5	53	-8	-5	-9
30. It is easy for staff to communicate their views to Heads of Division and above.	3	44	15	29	9	47	-4	-5	-4
31. My line manager communicates effectively with me.	19	51	12	14	3	70	-3	-2	-7
32. I understand the vision and values of the organisation.	12	67	15	5	1	79	+1	-4	0

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	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Equality and diversity at work</b>						<b>77</b>	<b>-5</b>	<b>-8</b>	
33. The organisation is committed to equality of opportunity for all staff.	9	50	13	22	6	59	-11	-9	-15
34. I am treated with fairness and respect at work.	17	56	9	13	4	73	-5	-6	-10
35. I am subjected to unacceptable behaviours at work. ^	14 (Yes)	86 (No)				86	-1	-3	-5
36. I have been subject to discrimination in work during the past 12 months. ^	9	91				91	-1	-2	-3
	Yes, involving HR	Yes, involving management but not HR	No						
37. (If "Yes" to question 36) Did you report the experience?	18	29	53			47	-6	-3	+3

^ This indicates that the question is negatively phrased

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Work/life balance</b>						<b>75</b>	<b>0</b>	<b>-1</b>	
38. I am able to achieve a balance between my work and my life outside.	11	64	7	17	1	75	+10	-2	-2
39. On average, I work in excess of 5 hours above my conditioned hours each week? ^	38	63				63	-	+3	-3
40. On average, I work in excess of 10 hours above my conditioned hours each week? ^	6	94				94	-	+2	+3
41. The organisation is a family friendly place to work.	14	56	22	8	1	70	-2	-4	-3

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Work Culture</b>						<b>39</b>		<b>-4</b>	<b>-2</b>
42. I think it is safe to speak up and challenge the way things are done in the organisation.	2	39	22	25	11	42	-2	-6	-8
43. I think that generally the different parts of the organisation work well together.	0	33	29	31	6	33	-2	+1	+2
44. The organisation puts the citizen at the heart of its decision making.	1	38	30	27	4	40	-4	-2	+5
45. I feel that my opinion is valued.	3	38	26	24	10	41	-4	-7	-8

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	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Favourable	Variance from Care & Social Services Inspectorate 2008	Variance from Department for Public Services & Performance	Variance from Welsh Assembly Government
<b>Section: Working for the Welsh Assembly Government</b>						<b>68</b>		<b>-3</b>	<b>-3</b>
46. I would recommend the Welsh Assembly Government as a good place to work.	13	53	21	12	1	66	-1	-5	-7
47. I often think about leaving the Welsh Assembly Government to work somewhere else. ^	6	21	20	40	14	53	+8	0	-2
48. I am personally motivated to help the organisation achieve its objectives.	16	67	11	5	0	83	+5	0	+5
49. I intend to still be working for the Welsh Assembly Government in 12 months time.	21	55	16	6	1	76	+12	+2	-1
50. I feel inspired to do my best at work.	17	42	17	22	2	59	-7	-6	-11
51. I am proud to work for the Welsh Assembly Government.	17	44	27	10	1	62	0	-5	-2
52. Considering everything, I am satisfied with the Welsh Assembly Government as a place to work at the present time.	16	60	13	11	0	76	+3	-4	-2

^ This indicates that the question is negatively phrased