

# NHS National Staff Survey 2006

## Making sense of your staff survey data

### Contents

<b>1. The 28 key scores</b>	<b>2</b>
Details of the 28 key scores used in the trust feedback reports, what they mean, how they are calculated, and other associated scores. Also, how these have changed since the 2005 and 2004 surveys	
<b>2. Confidence intervals</b>	<b>8</b>
An explanation of the confidence intervals used in the trust feedback reports	
<b>3. Methods used for weighting scores</b>	<b>9</b>
Details of the weighting procedures used in the trust feedback reports and the weights used	
<b>4. How to use the detailed spreadsheets to compare your organisation with similar organisations</b>	<b>11</b>
An overview of the detailed spreadsheets of staff survey data, and how they can be used to compare your organisation with other, similar organisations (for example, other trusts in your region or strategic health authority, or with trusts throughout England offering similar services)	
<b>5. Staff survey results that are relevant to the Healthcare Commission's annual health check</b>	<b>17</b>
<b>6. Staff survey results that can be used to feed into trusts' assessments of the Department of Health's Improving Working Lives Standard</b>	<b>37</b>
<b>7. Staff survey results that can be used to feed into trusts' Health and Safety Executive audit requirements</b>	<b>42</b>

## 1. The 28 key scores

The feedback reports for each trust focus on 28 key areas covered by the core questionnaire (available at <http://www.nhsstaffsurveys.com/>).

These are mostly summary scores for groups of individual questions which give more information about the area of interest. The variables included are described below. Any changes in the scores from previous surveys are also described.

Two types of key scores are included in the report: percentage scores and scale summary scores. Both were weighted to form overall trust scores (see section 3 for more information on the weighting process).

### 1.1 Percentage scores

These scores were calculated as the percentage of respondents who gave a specific answer to a question (or a defined set of responses to a series of questions). For example, the 'percentage of staff appraised within the previous 12 months' score represents the percentage of people who responded to the question, 'have you had an appraisal or individual performance review in the last 12 months?' by ticking 'yes'.

The composition of each percentage score is described in detail here:

#### **Percentage of staff working extra hours**

This is the percentage of staff that, in an average week, said they work longer than the hours for which they are contracted. This was calculated counting the number ticking at least '1-5 extra hours' to one of questions 1b and 1c in the core questionnaire.

#### **Percentage of staff working extra hours due to pressure and demands of job**

This is the percentage of staff who said that, in an average week, they work longer than the hours for which they are contracted, and give at least one of the following reasons for doing so:

- it is necessary to meet deadlines
- it is expected by their line manager
- it is expected by colleagues
- it is impossible to do the job without doing so
- they don't want to let down the people they work with.

This was calculated from questions 1b, 1c and Q2a, d, e, g and i in the core questionnaire.

#### **Percentage of staff using flexible working options**

This is the percentage of staff who said they used at least one of the following flexible working options:

- flexi time
- working reduced hours
- working from home in normal working hours
- working to annual hours
- working during school term-time only
- teams making their own decisions about rotas
- job sharing

This was calculated from questions 4a-g in the core questionnaire. Please note: the wording of these questions changed between the 2004 and 2005 surveys, therefore it is not possible to compare data from 2006 with data from 2004 or before.

### **Percentage of staff appraised within previous 12 months**

This is the percentage of staff who answered 'yes' to the question, 'have you had an appraisal or individual performance review in the last 12 months?' (question 7a in the core questionnaire).

### **Percentage of staff having well structured appraisals within the previous 12 months**

This is the percentage of staff that had received an appraisal or performance review in the previous 12 months and also answered 'yes' to three questions:

- 'was your appraisal or performance review useful in helping you improve how you do your job?'
- 'did you and your manager agree clear objectives for your work during the appraisal or performance review?'
- 'did the appraisal or performance review leave you feeling your work is valued by your employer' (questions 7b to 7d in the core questionnaire)

### **Percentage of staff appraised with personal development plans within previous 12 months**

This is the percentage of staff who answered 'yes' to the question, 'in the past 12 months, did you agree a personal development plan with your line manager?'. This was calculated from question 8a in the core questionnaire.

This question changed slightly between the 2004 and 2005 surveys. Previously, the question did not link personal development plans with appraisals but asked about them separately. For the comparison with 2004 scores in the 2006 feedback reports, the 2004 scores have been re-calculated to include only those respondents who had been appraised and had agreed a personal development plan.

### **Percentage of staff receiving training, learning or development in previous 12 months**

This is the percentage of staff that received any form of training, learning or development from their employer in the past 12 months. This was calculated from questions 9, 10 and 11 in the core questionnaire.

### **Percentage of staff receiving job-relevant training, learning or development in previous 12 months**

This is the percentage of staff that received any form of training, learning or development from their employer in the past 12 months, and also agreed or strongly agreed with at least one of the following statements:

- 'my training, learning and development has helped me to do the job better'
- 'it has helped me stay up-to-date with the job'
- 'it has helped me stay up-to-date with professional requirements'

This was calculated from questions 9, 10 and 11, and 12a, c and d, in the core questionnaire.

### **Percentage of staff working in a well structured team environment**

This is the percentage of people who answered 'yes' to all the following questions:

- 'do you work in a team?'
- 'does your team have clear objectives?'
- 'do you have to work closely with other team members to achieve the team's objectives?'
- 'does the team meet regularly to discuss its effectiveness and how it could be improved?'

and responded by answering no more than 15 to the question:

- 'how many people (the core members) are there in your team?'

This score is calculated using questions 15a to 15e in the core questionnaire.

This is potentially a far more useful measure than the percentage of staff who say they work in a team, because the majority of NHS staff say they work in a team. However, many of these 'teams' do not display these additional characteristics (which are known from research to influence the effectiveness of team working), and the members do not therefore benefit from the advantages of true team work.

#### **Percentage of staff having had health and safety training in previous 12 months**

This is the percentage of staff who answered 'yes' to the question, 'have you received health and safety training from your employer in the last 12 months?'. This was calculated from question 10a in the core questionnaire.

#### **Percentage of staff suffering work related injury in previous 12 months**

This is the percentage of staff who, in the previous year, had been injured or felt unwell as a result of one of the following:

- moving and handling
- needlestick and sharps injuries
- slips, trips or falls
- exposure to dangerous substances

This was calculated from questions 25a to 25d in the core questionnaire.

#### **Percentage of staff suffering work related stress in previous 12 months**

This is the percentage of staff who said that, in the previous year, they had suffered injury or illness as a result of work related stress. This was calculated from question 25e in the core questionnaire.

#### **Percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month**

This is the percentage of staff who, in the previous month, had witnessed at least one error or near miss that could have potentially hurt patients or staff. This was calculated from questions 32a and 32b in the core questionnaire.

#### **Percentage of staff reporting errors, near misses or incidents**

This is the percentage of staff who said that the most recent error, near miss or incident that they had witnessed was reported by themselves or a colleague. Respondents who had not seen any errors, near misses or incidents, or did not know whether it had been reported, were excluded from the calculation. This was calculated from question 33 in the core questionnaire.

#### **Percentage of staff experiencing physical violence from patients or relatives in previous 12 months**

This is the percentage of staff who, in the previous 12 months, had experienced physical violence from patients, clients or their relatives. This was calculated from questions 27a and 27b in the core questionnaire.

### **Percentage of staff experiencing physical violence from staff in previous 12 months**

This is the percentage of staff who, in the previous 12 months, had experienced physical violence from colleagues or managers. This was calculated from questions 27c and 27d in the core questionnaire.

### **Percentage of staff experiencing harassment, bullying or abuse from patients or relatives in previous 12 months**

This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from patients, clients or their relatives. This was calculated from questions 28a and 28b in the core questionnaire.

### **Percentage of staff experiencing harassment, bullying or abuse from staff in previous 12 months**

This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from colleagues or managers. This was calculated from questions 28c and 28d in the core questionnaire.

## **1.2 Scale summary scores**

The remaining scores were determined by assigning numbers to a series of responses, and calculating the average score. For example, staff intention to leave jobs was calculated in the following way:

Staff were asked the extent to which they agreed with the following three statements:

- 'I often think about leaving my current employer'
- 'I will probably look for a new job in the next year'
- 'as soon as I can find another job, I will leave my current employer'

Each response was assigned a number for scoring purposes:

- 'strongly agree' – one
- 'disagree' – two
- 'neither agree nor disagree' – three
- 'agree' – four
- 'strongly agree – five

If a respondent were to score two, three and five for the respective statements, their average score would be calculated by adding the scores and dividing by the number of statements  $(2 + 3 + 5) / 3 = 3.33$ . The average for each respondent scores were summarised for the whole trust using the weighting procedure described in section 3.

The scale summary scores are described below. All have been scientifically tested in previous work to ensure that they are reliable, that is, they consistently measure the same thing. For further information, see the national report on the NHS National Staff Survey 2003, available at <http://www.healthcarecommission.org.uk/staffsurveys/>.

### **Quality of work-life balance**

The quality of work-life balance score relates to staff perception of the level of commitment shown by the trust and immediate manager in helping them to achieve a balance between work and home life. Possible scores range from one to five, with one representing virtually no commitment from the trust, and five representing excellent commitment to helping staff achieve a good balance. A good work-life balance is associated with staff well-being, low absenteeism and high retention rates. This was calculated from questions 3a, 3b and 3c in the core questionnaire.

### **Quality of job design (clear job content, feedback and staff involvement)**

This scale assesses the extent to which staff are performing jobs that are well designed and rich in content. This includes having clear goals, providing clear feedback on performance, and giving staff the opportunity to participate in decision-making. Possible scores range from one to five, with one representing jobs that are poor in design, and five representing jobs that are very well designed. Good job design is associated with high intrinsic motivation, good performance and retention, and low absenteeism.

Quality of job design was calculated from questions 16a to 16c, 19a, 19b, and 19d on the core questionnaire. Two questions that had formed part of this score in the 2004 survey, relating to changes in jobs over the past year, were not included in the 2005 and 2006 core questionnaires. To compare the 2004 scores in the 2006 feedback reports, scores from previous years were re-calculated with only these six questions included.

### **Support from immediate managers**

Support from immediate managers assesses the extent to which staff feel their manager or supervisor provides them with support, guidance and feedback on their work and takes their opinions into account before making decisions that affect their work. Possible scores range from one to five, with one representing very unsupportive leaders, and five representing highly supportive leaders.

Immediate managers play a significant role in buffering staff from stress and influence many aspects of their work life. When support from a supervisor is high, staff retention is high and absenteeism is lower.

Support from immediate managers was calculated from questions 20a to 20e on the core questionnaire. One question that had formed part of this score in previous years, asking about the extent to which immediate managers make clear what the job is, had not been included from the 2005 core questionnaire. To compare the 2003 and 2004 scores in the 2005 feedback reports, scores from previous years were re-calculated with only these five questions included.

### **Extent of positive feeling within organisation (communication, staff involvement, innovation and patient care)**

This scale measures the extent of positive feeling within an organisation, also known as organisational climate. It assesses a range of dimensions including communication effectiveness in primary care trusts (PCTs), employee involvement, innovation and patient care. Possible scores range from one to five, with one representing very poor climate, and five representing excellent climate in the trust.

Climate predicts the performance of trusts and levels of innovation. A positive organisational climate is associated also with high levels of staff wellbeing and satisfaction. Both are indicators of good performance and staff retention.

The extent of positive feeling within an organisation was calculated from questions 22a to 22f on the core questionnaire. Two questions that had formed part of this score in the 2004 survey asked about the effectiveness of communication in the organisation and the extent to which managers want staff to be involved with the way the organisation is run. These were not included in the 2005 and 2006 core questionnaires. To compare the 2004 scores in the 2006 feedback reports, scores from previous years were re-calculated with only these six questions included.

### **Fairness and effectiveness of procedures for reporting errors, near misses and incidents**

Overall, this scale assesses the climate and culture of incident reporting in trusts. The scale measures the extent to which staff are aware of the procedures for reporting errors, near misses and incidents. It also gauges whether staff feel that colleagues who are involved in such incidents are treated fairly by their trusts, and measures whether trusts are seen to encourage staff to report such incidents and whether they treat reports of such incidents confidentially. The scale also assesses the extent to which employers blame or punish people who make errors and take action to ensure that they don't happen again. Possible scores range from one to five, with one representing a poor culture of incident reporting, and five representing an excellent culture.

Positive climates of incident reporting enable learning and innovation in the care of patients. Negative climates tend to perpetuate errors, incidents and near misses.

Fairness and effectiveness of incident reporting procedures was calculated from questions 34a to 34g on the core questionnaire. It is not possible to compare these results with those from before 2005, as the five point response scale (strongly disagree - strongly agree) changed in 2005 from the previous system (yes/no/don't know).

### **Perceptions of effective action from employer towards violence and harassment**

Staff were asked four questions about whether their employer takes effective action if staff are physically attacked, or bullied, harassed or abused (including racial and sexual harassment). Possible scores range from one to five, with one representing the perception that the employer never takes effective action, and five representing the perception that the employer always takes effective action.

A perception of effective action from their employer towards violence and harassment was calculated from questions 30a to 30d on the core questionnaire. It is not possible to compare these results with those from before 2005, as the five point response scale (strongly disagree - strongly agree) changed in 2005 from the previous system (yes/no/don't know).

### **Availability of hand washing materials**

Staff were asked to what extent hot water, soap and paper towels, and alcohol rubs are available when they are needed by (a) staff, (b) visitors, and (c) visitors to the trust. Possible scores range from one to five, with one indicating that materials are never available, and five indicating the materials are always available.

Availability of hand washing materials was calculated from questions 31a to 31c on the core questionnaire, ignoring 'don't know' responses, and multiplying the score by 1.25 to fit a scale of one to five. These questions were introduced for the first time in the 2005 survey, so a comparison with results before 2005 is not possible.

### **Staff job satisfaction**

This scale assesses staff satisfaction in the following areas:

- recognition for good work
- support from supervisors/managers and colleagues
- freedom to choose methods of working
- amount of responsibility
- skill use and satisfaction
- the extent to which the trust is seen to value the work of staff

Possible scores range from one to five, with one representing very unsatisfied staff, and five representing very satisfied staff.

High staff satisfaction is associated with good performance, satisfaction of patients, staff well being and low levels of absenteeism and turnover.

Staff job satisfaction was calculated from questions 18a to 18g on the core questionnaire.

### **Work pressure felt by staff**

The work pressure score assesses the extent to which staff have a large workload, including the extent to which staff feel they have a lack of time or resources to do their job well. Possible scores range from one to five, with one representing virtually no pressure felt by staff, and five representing extremely high work pressure.

Work pressure is the best predictor of stress in the NHS and results in absenteeism and poor performance.

Work pressure felt by staff was calculated from questions 16d, 16e, 16f and 19c on the core questionnaire.

### **Staff intention to leave jobs**

Intention to leave is a measure of the extent to which staff are considering leaving their organisation. Possible scores range from one to five, with one representing staff who have no intention of leaving their jobs, and five representing staff who are very keen to leave their jobs.

This scale is in effect the opposite of a measure of retention, and is known to predict actual levels of retention.

Staff intention to leave jobs was calculated from questions 17a to 17c in the core questionnaire.

## **2. Confidence intervals**

In figures 4.1 and 4.2 of the 2006 feedback reports to trusts, there is a small black line on either side of the trust score (this is represented numerically in tables A1.1 and A1.2). This shows the confidence interval – a measure of how confident we can be about the true score for each trust.

Since the score is based on a sample of the employees in a trust rather than all staff, the score may not be exactly the same as it would be if everyone had responded. Therefore a confidence interval is calculated, as a measure of the accuracy of the sample score. We can be 95 per cent sure that if everyone in the trust had completed a questionnaire, the 'true' score would fall within this interval.

Also, if the same survey were carried out many times, with the same sample size and number of respondents each time (but different samples and respondents), we would expect the trust score to fall within this interval 95 per cent of the time.

### 3. Methods used for weighting scores

Trusts of the same type often have imbalances in the number of employees they have in different occupational groups. This can be for a number of reasons, for example, some trusts contract out services such as catering and cleaning, whereas other trusts supply them in-house. This can potentially have a significant effect on the results for the trust, as it is known that different occupational groups tend to answer some questions in different ways. The procedure described below ensures that no trust will appear better or worse than it should merely because of any occupational group imbalance. For example, there are some questions which managers are known to respond to more positively than other groups. A trust that has a particularly large number of managers might appear more positively compared with other trusts, simply because of this imbalance. The weighting procedure is designed to correct this.

To make the score for a trust comparable with other trusts (of the same type), the scores from individuals within each trust were weighted. This ensured that the occupational group profile of that trust reflected that of a typical trust of its type. Occupational groups were collapsed into broader categories than had been used on the questionnaire. For example, 'nursing' includes all types of registered and unregistered nurses and midwives, and 'medical/dental' includes consultants and other medical and dental staff, including medical and dental staff in training.

The weights applied for each type of trust were determined by the frequency of responses in an average trust of that type.

<b>Acute trusts (excluding specialist trusts)</b>		<b>Acute (specialist) trusts</b>	
Nursing	38.8%	Nursing	35.9%
Medical/dental	8.3%	Medical/dental	6.9%
Allied health professionals	9.1%	Allied health professionals	12.1%
General management	1.3%	General management	2.0%
Scientific/technical	8.7%	Scientific/technical	9.1%
Administrative/clerical staff	19.9%	Administrative/clerical staff	19.8%
All other groups combined	13.9%	All other groups combined	14.1%
<b>PCTs without mental health/learning disability services</b>		<b>PCTs with mental health/learning disability services</b>	
Nursing	36.5%	Nursing	37.2%
Allied health professionals	16.0%	Allied health professionals	18.2%
General management	5.0%	General management	4.0%
Administrative/clerical staff	21.5%	Administrative/clerical staff	19.7%
All other groups combined	21.0%	All other groups combined	20.9%
<b>Ambulance trusts</b>		<b>Mental health and learning disability trusts</b>	
General management	2.0%	Nursing	43.4%
Administrative/clerical staff	6.0%	Medical/dental	5.1%
Paramedics	30.3%	Allied health professionals	14.6%
Ambulance technicians	24.8%	General management	1.7%
Patient transport service	18.1%	Administrative/clerical staff	16.6%
Ambulance control staff	7.9%	All other groups combined	18.6%
All other groups combined	10.9%		

For example, to calculate the weight to be applied to nurses in mental health trusts, the average proportion of nurses across all similar trusts (for example, all mental health and learning disability trusts) is divided by the proportion of nurses in that particular trust. This means that if responses from a mental health trust included 40.0% nurses and 10.3% managers then each nurse's response would be weighted (multiplied) by (0.434 / 0.400); and each manager's response would be weighted by (0.017 / 0.103). This would continue for each occupational group, before taking an average across all weighted responses to form the trust score.

Similarly, the confidence interval for trust scores had to be adjusted to take account of this weighting. A 95% confidence interval for a finite sample would normally be calculated by the formula:

$$\text{Mean } \pm 1.96 \times \sqrt{(1 - n / N) \frac{\sigma^2}{n}}$$

- where  $n$  is the sample size,  $N$  is the population size (number of employees in the trust eligible to receive a questionnaire), and  $\sigma^2$  is the sample variance. Taking account of the weighting, the confidence interval is calculated in exactly the same way, except that the sample variance / sample size ratio ( $\sigma^2 / n$ ) is replaced by the weighted sample variance/sample size ratio. This is calculated by implementing the following formula:

$$\text{Weighted sample variance} = \sum_{i=1}^k w_i^2 \frac{\sigma_i^2}{n_i}$$

- where  $w_i$  is the weight of group  $i$  (the proportion in an 'average' trust),  $\sigma_i^2$  is the sample variance of group  $i$ , and  $n_i$  is the size of group  $i$  in the trust.

In a few cases, there were fewer than three respondents from one of these broad groups within a trust. In these situations, the calculations described above cannot be applied, so these respondents were classified as 'other' and the calculation of the trust score was obtained on the basis of the other groups (using an unbiased estimate of the missing group, based on the other trust data so the overall trust score was not affected).

For comparisons with 2004 and 2005 scores, the data from previous years was re-weighted according to the 2006 weights. This means any differences found cannot be attributed to the weighting procedure.

#### **4. How to use the detailed spreadsheets to compare your trust with similar organisations**

The main feedback reports for the survey are focused on 28 key scores. Further detail on each the survey responses for each trust can be found in a series of Excel spreadsheets, available on the Healthcare Commission's website at:

[www.healthcarecommission.org.uk/staffsurveys/](http://www.healthcarecommission.org.uk/staffsurveys/).

The spreadsheets contain the frequency of responses to every survey question, for every trust that participated in the NHS National Staff Survey 2006.

In the main feedback reports, trusts are benchmarked against one of the following types: acute, acute (specialist), ambulance, mental health and learning disability, PCT with mental health/learning disability services, or PCT without mental health/learning disability services. These benchmark groups were found to be the most useful for trusts following consultation, but some trusts may wish to compare themselves against different groups.

Therefore, in the detailed spreadsheets, organisations are able to benchmark themselves against a variety of other combinations of trusts, such as the major classifications used in the Healthcare Commission's annual health check (acute, ambulance, mental health and learning disability, or PCT), or smaller trust clusters. For example, a care trust is able to compare its key scores and responses to every survey question with the scores and question responses at each of the other care trusts in England, and with the average care trust scores and responses. Other examples of trust clusters include small, medium and large acute trusts, children's services, orthopaedic services, community trusts and learning disability trusts. It is also possible to compare with other trusts, or other trusts of the same major type, within a strategic health authority. The full list of possible comparisons is detailed later in this section.

There are eight separate spreadsheets, arranged as follows:

##### **Q1-6 detailed responses.xls**

This includes the responses to the core staff survey questions 1 to 6, which deal with work-life balance. This covers the questions on the numbers of hours worked by staff, employers' attitudes to work-life balance, opportunities for flexible working, dependants and care options.

##### **Q7-12 detailed responses.xls**

This includes the responses to the core staff survey questions 7 to 12, which deal with appraisal, performance development plans, and training, learning and development.

##### **Q13-19 detailed responses.xls**

This includes the responses to the core staff survey questions 13 to 19, which deal with Agenda for Change, team working, staff views about job characteristics, job satisfaction and intention to leave their jobs.

### **Q20-24 detailed responses.xls**

This includes the responses to the core staff survey questions 20 to 24, which deal with support from immediate managers, shift working, equal opportunities and discrimination, whistle blowing, and other features of working in the organisation.

### **Q25-30 detailed responses.xls**

This includes the responses to the core staff survey questions 25 to 30, which deal with occupational health and safety, harassment, bullying and violence.

### **Q31-34 detailed responses.xls**

This includes the responses to the core staff survey questions 31 to 34, which deal with infection control and hygiene, and errors, near misses and incidents.

### **Q35-40 detailed responses.xls**

This includes the responses to the core staff survey questions 35 to 40, which deal with demographic and work characteristics of staff completing the survey: for example, age, gender, ethnic background, years working for the organisation, and occupational group.

### **Key scores.xls**

This includes the 28 key scores reported in the main feedback reports.

In each spreadsheet, the responses to the survey questions appear in columns D, E, F and so on. The trusts are arranged as follows in row six and onwards. Trusts are listed alphabetically within each trust cluster:

<b>Row number</b>	<b>Trust cluster</b>	<b>Content description</b>
6	All trusts	Scores for an 'average' trust in England
7	All acute trusts	Scores for an 'average' acute trust
8	Acute (specialist)	Scores for an 'average' acute specialist trust
9 - 20		Scores for each of the 12 acute specialist trusts
21	Children's services	Scores for an 'average' children's services trust
22 - 25		Scores for each of the four children's services trusts

<b>Row number</b>	<b>Trust cluster</b>	<b>Content description</b>
26	Orthopaedic	Scores for an 'average' orthopaedic trust
27 - 30		Scores for each of the four orthopaedic trusts
31	Acute teaching	Scores for an 'average' acute teaching trust
32 - 55		Scores for each of the 24 acute teaching trusts
56	Large acute	Scores for an 'average' large acute trust
58 - 99		Scores for each of the 43 large acute trusts
100	Medium acute	Scores for an 'average' medium acute trust
101 - 147		Scores for each of the 47 medium acute trusts
148	Small acute	Scores for an 'average' small acute trust
150 - 179		Scores for each of the 31 small acute trusts
180	Multiservice	Scores for an 'average' multiservice acute trust
181 - 186		Scores for each of the six multi-service acute trusts
187	All ambulance trusts	Scores for an 'average' ambulance trust
188 - 199		Scores for each of the 12 ambulance trusts
200	All mental health/learning disability trusts	Scores for an 'average' mental health/learning disability trust
201	Care trusts	Scores for an 'average' care trust
202 - 206		Scores for each of the five care trusts in the mental health/learning disability sector
207	Community with mental health	Scores for an 'average' community with mental health trust
208 - 219		Scores for each of the 12 community with mental health trusts

<b>Row number</b>	<b>Trust cluster</b>	<b>Content description</b>
220	Mental health	Scores for an 'average' mental health trust
221 - 259		Scores for each of the 39 mental health trusts
260	Learning disability	Scores for an 'average' learning disability trust
261 - 262		Scores for each of the two learning disability trusts
263	All PCTs participating in the survey	Scores for an 'average' PCT
264	PCT without mental health/learning disability services	Scores for an 'average' PCT without mental health/learning disability services
265 - 301		Scores for each of the 45 PCTs without mental health/learning disability services
302	PCTs with mental health/learning disability services	Scores for an 'average' PCT with mental health/learning disability services
303 - 350		Scores for each of the 40 PCTs with mental health/learning disability services

Within each spreadsheet, rows 352- 394 then give 'average' scores for various different trust clusters by strategic health authority, arranged as follows:

<b>Row number</b>	<b>Trust cluster</b>	<b>Content description</b>
352 - 361	All trusts by strategic health authority	Scores for 'average' trust in each strategic health authority
363 - 372	Acute trusts by strategic health authority	Scores for 'average' acute trust in each strategic health authority
374 - 383	Mental health and learning disability trusts by strategic health authority	Scores for 'average' mental health and learning disability trust in each strategic health authority
385 - 394	Participating PCTs by strategic health authority	Scores for 'average' PCT in each strategic health authority

Then finally, within each spreadsheet, rows 396 - 741 then give 'average' scores for various different staff groups, within each major trust type. These rows are arranged as follows:

<b>Row number</b>	<b>Staff groups</b>	<b>Content description</b>
396 - 433	Occupational groups (all trusts)	Scores for 'average' staff in each occupational group across all trusts
434 - 467	Demographic groups (all trusts): full/part time, management responsibility, shift work, age, gender, disability, ethnic background	Scores for 'average' staff in each demographic group across all trusts
469 - 505	Occupational groups (acute trusts)	Scores for 'average' staff in each occupational group across all acute trusts
506 - 539	Demographic groups (acute trusts): full/part time, management responsibility, shift work, age, gender, disability, ethnic background	Scores for 'average' staff in each demographic group across all acute trusts
541 - 563	Occupational groups (ambulance trusts)	Scores for 'average' staff in each occupational group across all ambulance trusts
564 - 597	Demographic groups (ambulance trusts): full/part time, management responsibility, shift work, age, gender, disability, ethnic background	Scores for 'average' staff in each demographic group across all ambulance trusts
599 - 635	Occupational groups (mental health and learning disability trusts)	Scores for 'average' staff in each occupational group across all mental health and learning disability trusts
636 - 669	Demographic groups (mental health and learning disability trusts): full/part time, management responsibility, shift work, age, gender, disability, ethnic background	Scores for 'average' staff in each demographic group across all mental health and learning disability trusts
671 - 707	Occupational groups (PCTs)	Scores for 'average' staff in each occupational group across all participating PCTs
708 - 741	Demographic groups (PCTs): full/part time, management responsibility, shift work, age, gender, disability, ethnic background	Scores for 'average' staff in each demographic group across all participating PCTs

**Weighting note:** in the feedback reports the trust scores were weighted by occupational group, in order to make fair benchmarking comparisons between trusts of a similar type. However, in these detailed Excel spreadsheets, the data are not weighted. This is to enable every trust and strategic health authority to view their raw un-manipulated survey responses, although it means that the scores in the spreadsheets will sometimes vary slightly from those presented in the feedback reports. More information about the weighting strategy used for the feedback reports can be found in section 3 of this document.

## 5. Staff survey results that are relevant to the Healthcare Commission's annual health check

Some of the questions and key scores in the NHS National Staff Survey 2006 are directly relevant to some of the Department of Health's core standards. The Healthcare Commission will use these in the annual health check for 2006/2007.

The following table displays the relevant domains and core standards, and it lists the survey questions and scores that the Commission will use in assessing those standards. More information about the annual health check is available on the Healthcare Commission's website at: <http://annualhealthcheckratings.healthcarecommission.org.uk/annualhealthcheckratings/abouttheannualhealthcheck.cfm>

Safety domain			
Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet?	Columns
<b>C1.</b> Healthcare organisations protect patients through systems that:  <b>a).</b> identify and learn from all patient safety incidents and other reportable incidents, and make improvements in practice based on local and national experience and information derived from the analysis of incidents	<b>Relevant questions in core questionnaire:</b> <ul style="list-style-type: none"> <li>• Q32a to c (percentage of staff witnessing errors, near misses or incidents; percentage of staff that don't know how to report errors, near misses or incidents)</li> <li>• Q33 (percentage of staff not reporting error, near miss or incident)</li> <li>• Q34a to g (percentage of staff disagreeing or strongly disagreeing with statements on trust's responsiveness to errors, near misses and incidents)</li> </ul>	Q31-Q34detailedresponses.xls	V - AD
		Q31-Q34detailedresponses.xls	AE - AI
		Q31-Q34detailedresponses.xls	AJ - BY

Safety domain (cont.)			
Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
C1. (cont.)	<b>Relevant key scores:</b>		
	• ‘percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month’ (based on Q32a to b)	keyscores.xls	AF - AG
	• ‘percentage staff reporting errors, near misses or incidents’ (based on Q33)	keyscores.xls	V - W
	• ‘fairness and effectiveness of procedures for reporting errors, near misses and incidents’ (based on Q27b to g)	keyscores.xls	AX - AY

Safety domain (cont.)			
Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
C4. Healthcare organisations keep patients, staff and visitors safe by having systems to ensure that:	<b>Relevant questions in core questionnaire:</b>		
	• Q10d (percentage of staff not trained in infection control)	Q7-Q12detailedresponses.xls	BJ - BN
	• Q31a to c (percentage of staff reporting hot water, soap and paper towels, or alcohol rubs ‘sometimes’ or ‘never’ available when needed)	Q31-Q34detailedresponses.xls	D - U
a). the risk of healthcare acquired infection to patients is reduced, with particular emphasis on high standards of hygiene and cleanliness, achieving year on year reductions in MRSA	<b>Relevant key scores:</b>		
	• ‘availability of hand-washing materials’ (based on Q31a to c)	keyscores.xls	BB - BC

### Safety domain (cont.)

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C4.</b> Healthcare organisations keep patients, staff and visitors safe by having systems to ensure that:</p> <p><b>b).</b> all risks associated with the acquisition and use of medical devices are minimised</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>Q25a to e (percentage of staff suffering work related injury or illness in previous 12 months)</li> </ul>	Q25-Q30detailedresponses.xls	D - R
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>'percentage of staff suffering work related injury in previous 12 months' (based on Q25a to d)</li> </ul>	keyscores.xls	AB - AC
	<ul style="list-style-type: none"> <li>'percentage of staff suffering work related stress in previous 12 months' (based on Q25e)</li> </ul>	keyscores.xls	AD - AE

### Clinical and cost effectiveness domain

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C5.</b> Healthcare organisations ensure that:</p> <p><b>b).</b> clinical care and treatment are carried out under supervision and leadership</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>Q20a to e (percentage of staff disagreeing or strongly disagreeing with statements on support received from immediate manager)</li> </ul>	Q20-Q24detailedresponses.xls	D - AG
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>'support from immediate managers' (based on Q20a to e)</li> </ul>	keyscores.xls	AT - AU

## Clinical and cost effectiveness domain

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C5.</b> Healthcare organisations ensure that:</p> <p><b>c).</b> clinicians continuously update skills and techniques relevant to their clinical work</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q7a to d (percentage of staff stating: no appraisal in previous 12 months; appraisal not useful; no clear objectives agreed; do not feel work is valued)</li> <li>• Q8a to c (percentage of staff: without a personal development plan; not received training; not supported by immediate manager)</li> <li>• Q9a to f (percentage of staff not taken part in any form of training or development)</li> <li>• Q12a to d (percentage of staff disagreeing or strongly disagreeing that training, learning or development has been useful for their job)</li> </ul>	Q7-Q12detailedresponses.xls	D - O
		Q7-Q12detailedresponses.xls	P - Z
		Q7-Q12detailedresponses.xls	AA - AT
		Q7-Q12detailedresponses.xls	DL - EI
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• ‘percentage of staff appraised within previous 12 months’ (based on Q7a)</li> <li>• ‘percentage of staff having well-structured appraisal reviews within previous 12 months’ (based on Q7a to d)</li> <li>• ‘percentage of staff appraised with personal development plans in previous 12 months’ (based on Q8a)</li> <li>• ‘percentage of staff receiving any training, learning or development in previous 12 months’ (based on Q9 to 11)</li> <li>• ‘percentage of staff receiving job-relevant training, learning or development in previous 12 months’ (based on Q9 to 12)</li> </ul>	keyscores.xls	H - I
		keyscores.xls	J - K
		keyscores.xls	L - M
		keyscores.xls	N - O
		keyscores.xls	P - Q

Governance domain			
Core standard	NHS National Staff Survey 2006 – key score/core question	Spreadsheet	Location of data Columns
<p><b>C7.</b> Healthcare organisations:</p> <p><b>a).</b> apply the principles of sound clinical and corporate governance; and</p> <p><b>c).</b> undertake systematic risk assessment and risk management</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q22b (percentage of staff disagreeing or strongly disagreeing that communication between staff is effective)</li> </ul>	Q20-Q24detailedresponses.xls	AV - BA
	<ul style="list-style-type: none"> <li>• Q32a to c (percentage of staff witnessing errors, near misses or incidents; percentage of staff that don't know how to report errors, near misses or incidents)</li> </ul>	Q31-Q34detailedresponses.xls	V - AD
	<ul style="list-style-type: none"> <li>• Q33 (percentage of staff not reporting error, near miss or incident)</li> </ul>	Q31-Q34detailedresponses.xls	AE - AI
	<ul style="list-style-type: none"> <li>• Q34a to g (percentage of staff disagreeing or strongly disagreeing with statements on trust's responsiveness to errors, near misses and incidents)</li> </ul>	Q31-Q34detailedresponses.xls	AJ - BY
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• 'percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month' (based on Q32a to b)</li> </ul>	keyscores.xls	AF - AG
	<ul style="list-style-type: none"> <li>• 'percentage of staff reporting errors, near misses or incidents' (based on Q33)</li> </ul>	keyscores.xls	V - W
	<ul style="list-style-type: none"> <li>• 'fairness and effectiveness of procedures for reporting errors, near misses and incidents' (based on Q34b to g)</li> </ul>	keyscores.xls	AX - AY

Governance domain			
Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data Spreadsheet	Columns
<p><b>C7.</b> Healthcare organisations:</p> <p><b>b).</b> actively support all employees to promote openness, honesty, probity, accountability, and the economic, efficient and effective use of resources</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q16a to f (percentage of staff disagreeing or strongly disagreeing on statements about their job)</li> </ul>	Q13-Q19detailedresponses.xls	AZ - CI
	<ul style="list-style-type: none"> <li>• Q19a to d (percentage of staff disagreeing or strongly disagreeing on statements about their job)</li> </ul>	Q13-Q19detailedresponses.xls	FH - GQ
	<ul style="list-style-type: none"> <li>• Q23a (percentage of staff saying trust does not act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age)</li> </ul>	Q20-Q24detailedresponses.xls	BZ - CC
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• ‘quality of job design (clear job content, feedback and staff involvement)’ (based on Q16a to c, Q19 a, b and d)</li> </ul>	keyscores.xls	AR - AS
	<ul style="list-style-type: none"> <li>• ‘work pressure felt by staff’ (based on Q16d to f, and Q19c)</li> </ul>	keyscores.xls	BF - BG

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C7.</b> Healthcare organisations:  <b>e).</b> challenge discrimination, promote equality and respect human rights	<b>Relevant questions in core questionnaire:</b> <ul style="list-style-type: none"> <li>• Q11a to f (percentage of staff not receiving training in: equal opportunities; or race, gender, harassment and bullying, or religious awareness)</li> </ul>	Q7-Q12detailedresponses.xls	CN - DK
	<ul style="list-style-type: none"> <li>• Q23a and b (percentage of staff stating: trust does not act fairly with regard to career progression/ promotion; have experienced discrimination in previous 12 months as a result of ethnic background, gender, religion, sexual orientation, disability or age)</li> </ul>	Q20-Q24detailedresponses.xls	BZ - CF
	<ul style="list-style-type: none"> <li>• Q30c and d (percentage of staff disagreeing or strongly disagreeing: trust takes effective action to racial and sexual harassment)</li> </ul>	Q25-Q30detailedresponses.xls	BR - CC
	<b>Relevant key scores:</b> <ul style="list-style-type: none"> <li>• ‘perceptions of effective action from trust towards violence and harassment’ (based on Q30a to d)</li> </ul>	keyscores.xls	AZ - BA

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C8.</b> Health care organisations support their staff through:</p> <p><b>a).</b> having access to processes which permit them to raise, in confidence and without prejudicing their position, concerns over any aspect of service delivery, treatment or management that they consider to have a detrimental effect on patient care or on the delivery of services</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q10a (percentage of staff not receiving training in health and safety)</li> <li>• Q15b to d (for staff working in a team percentage of staff: with clear objectives for team; working closely in team to meet objectives; meeting team regularly)</li> <li>• Q18b (percentage of staff dissatisfied or very dissatisfied with level of support received from immediate manager)</li> <li>• Q23a (percentage of staff saying trust does not act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age)</li> <li>• Q24a and b (percentage of staff stating: do not know how to report concerns about negligence or wrongdoing by staff; no system to report concerns confidentially)</li> <li>• Q30a to d (percentage of staff disagreeing or strongly disagreeing with statements on trust’s reaction to harassment, bullying and abuse)</li> <li>• Q32a to c (percentage of staff witnessing errors, near misses or incidents; percentage of of staff that don’t know how to report errors, near misses or incidents)</li> <li>• Q33 (percentage of staff not reporting error, near miss or incident)</li> <li>• Q34a to g (percentage of staff disagreeing or strongly disagreeing with statements on trust’s responsiveness to errors, near misses and incidents)</li> </ul>	<p>Q7-Q12detailedresponses.xls</p> <p>Q13-Q19detailedresponses.xls</p> <p>Q13-Q19detailedresponses.xls</p> <p>Q20-Q24detailedresponses.xls</p> <p>Q20-Q24detailedresponses.xls</p> <p>Q25-Q30detailedresponses.xls</p> <p>Q31-Q34detailedresponses.xls</p> <p>Q31-Q34detailedresponses.xls</p> <p>Q31-Q34detailedresponses.xls</p>	<p>AU - AY</p> <p>AL - AT</p> <p>DX - EC</p> <p>BZ - CC</p> <p>CO - CU</p> <p>BF - CC</p> <p>V - AD</p> <p>AE - AI</p> <p>AJ - BY</p>

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C8a. (cont.)</b>	<b>Relevant key scores:</b>		
	• ‘percentage of staff receiving health and safety training in previous 12 months’ (based on Q10a)	keyscores.xls	T - U
	• ‘percentage of staff working in a well-structured team environment’ (based on Q15a to e)	keyscores.xls	R - S
	• ‘staff job satisfaction’ (based on Q18a to g)	keyscores.xls	BD - BE
	• ‘percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month’ (based on Q32a to b)	keyscores.xls	AF - AG
	• ‘percentage of staff reporting errors, near misses or incidents’ (based on Q33)	keyscores.xls	V - W
	• ‘fairness and effectiveness of procedures for reporting errors, near misses and incidents’ (based on Q34b to g)	keyscores.xls	AX - AY
<b>C8. Healthcare organisations support their staff through:</b>  <b>b). organisational and personal development programmes which recognise the contribution and value of staff, and address, where appropriate, under-representation of minority groups</b>	<b>Relevant questions in core questionnaire:</b>		
	• Q3a to c (percentage of staff disagree or strongly disagree: trust is committed to work-life balance; immediate managers helps find work-life balance; can approach immediate manager about flexible working)	Q1-Q6detailedresponses.xls	AY - BP
	• Q4a to g (percentage of saying they do not use flexible working options)	Q1-Q6detailedresponses.xls	BQ - CK
	• Q7a to d (percentage of staff stating: no appraisal in previous 12 months; appraisal not useful; no clear objectives agreed; do not feel work is valued)	Q7-Q12detailedresponses.xls	D - O
	• Q8a to c (percentage of staff: without a personal development plan; not received training; not supported by immediate manager)	Q7-Q12detailedresponses.xls	P - Z
• Q11a to f (percentage of staff not receiving training in: equal opportunities; or race, gender, harassment and bullying, or religious awareness)	Q7-Q12detailedresponses.xls	CN - DK	

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C8b. (cont.)</b>	• Q12a and b (percentage of staff disagreeing or strongly disagreeing with statements about the usefulness of their training)	Q7-Q12detailedresponses.xls	DL - DW
	• Q14a (percentage of staff disagreeing or strongly disagreeing that Agenda for Change has been implemented successfully in their trust)	Q13-Q19detailedresponses.xls	N - T
	• Q15b to d (for staff working in a team (Q15a), percentage of staff: with clear objectives for team; working closely in team to meet objectives; meeting team regularly)	Q13-Q19detailedresponses.xls	AL - AT
	• Q16b and c (percentage of staff: agreeing or strongly agreeing that often have trouble working out whether doing well or poorly in job; disagreeing or strongly disagreeing that involved in decisions)	Q13-Q19detailedresponses.xls	BF - BQ
	• Q18a to c (percentage of staff dissatisfied or very dissatisfied with: recognition for work; support from immediate manager; and freedom to choose own method for working)	Q13-Q19detailedresponses.xls	DR - EI
	• Q18e to g (percentage of staff dissatisfied or very dissatisfied with: amount of responsibility; opportunities to use abilities; and extent to which work is valued)	Q13-Q19detailedresponses.xls	EP - FG
	• Q20c (percentage of staff disagree or strongly disagree: immediate manager gives clear feedback on work)	Q20-Q24detailedresponses.xls	P - U
	• Q20e (percentage of staff disagree or strongly disagree: immediate manager is supportive in a personal crisis)	Q20-Q24detailedresponses.xls	AB - AG
• Q22a to c (percentage of staff disagreeing or strongly disagreeing: managers involve staff in important decisions; communication is effective; staff are encouraged to suggest new ideas)	Q20-Q24detailedresponses.xls	AP - BG	

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C8b. (cont.)</b>	<b>Relevant key scores:</b>		
	• ‘quality of work-life balance’ (based on Q3a to c)	keyscores.xls	AP - AQ
	• ‘percentage of staff using flexible working options’ (based on Q4a to g)	keyscores.xls	F - G
	• ‘percentage of staff appraised within previous 12 months’ (based on Q7a)	keyscores.xls	H - I
	• ‘percentage of staff having well-structured appraisal reviews within previous 12 months’ (based on Q7a to d)	keyscores.xls	J - K
	• ‘percentage of staff appraised with Personal development plans in previous 12 months’ (based on Q10a)	keyscores.xls	L - M
	• ‘percentage of staff working in a well-structured team environment’ (based on Q15a to e)	keyscores.xls	R - S
	• ‘quality of job design’ (based on Q16a to c, Q19a, b and d)	keyscores.xls	AR - AS
	• ‘staff job satisfaction’ (based on Q18a to g)	keyscores.xls	BD - DE
• ‘support from immediate managers’ (based on Q20a to e)	keyscores.xls	AT - AU	
• ‘extent of positive feeling in organisation’ (based on Q22a to f)	keyscores.xls	AV - AW	

**Governance domain (cont.)**

<b>Core standard</b>	<b>NHS National Staff Survey 2006 – key score/core question</b>	<b>Location of data</b>	
		<b>Spreadsheet</b>	<b>Columns</b>
<b>C9.</b> Healthcare organisations have a systematic and planned approach to the management of records to ensure that, from the moment a record is created until its ultimate disposal, the organisation maintains information so that it serves the purpose it was collected for and disposes of the information appropriately when no longer required	<b>Relevant questions in core questionnaire:</b> <ul style="list-style-type: none"><li>• Q10f (percentage of staff not received training on how to handle confidential information)</li></ul>	Q7-Q12detailedresponses.xls	BT - BX

**Governance Domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C11.</b> Healthcare organisations ensure that staff concerned with all aspects of the provision of healthcare:</p> <p><b>a).</b> are appropriately recruited, trained and qualified for the work they undertake</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q1a (percentage of staff working part time)</li> <li>• Q1b and c (percentage of staff working more than 11 additional hours per week, paid and unpaid)</li> <li>• Q3a to c (percentage of staff disagree or strongly disagree: trust is committed to work-life balance; immediate managers helps find work-life balance; can approach immediate manager about flexible working)</li> <li>• Q4a to g (percentage of saying they do not use flexible working options)</li> <li>• Q7a to d (percentage of staff stating: no appraisal in previous 12 months; appraisal not useful; no clear objectives agreed; do not feel work is valued)</li> <li>• Q8a to c (percentage of staff: without a personal development plan; not received training; not supported by immediate manager)</li> <li>• Q9a to g, Q10 a to i and Q11a to f (percentage of staff not taken part in any form of training or development)</li> <li>• Q12d (percentage of staff disagreeing or strongly disagreeing that their training, learning has helped them stay up-to-date with professional requirements)</li> <li>• Q23b (percentage of staff experiencing discrimination in previous 12 months as a result of ethnic background, gender, religion, sexual orientation, disability or age)</li> </ul>	<p>Q1-Q6detailedresponses.xls</p> <p>Q1-Q6detailedresponses.xls</p> <p>Q1-Q6detailedresponses.xls</p> <p>Q1-Q6detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q20-Q24detailedresponses.xls</p>	<p>D - F</p> <p>G - T</p> <p>AY - BP</p> <p>BQ - CK</p> <p>D - O</p> <p>P - Z</p> <p>AA - DK</p> <p>ED - EI</p> <p>CD - CF</p>

**Governance Domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C11a. (cont.)</b>	<b>Relevant key scores:</b>		
	• ‘percentage of staff working extra hours’ (based on Q1b and c)	keyscores.xls	X - Y
	• ‘quality of work-life balance’ (based on Q3a to c)	keyscores.xls	AP - AQ
	• ‘percentage of staff using flexible working options’ (based on Q4a to g)	keyscores.xls	F - G
	• ‘percentage of staff appraised within previous 12 months’ (based on Q7a)	keyscores.xls	H - I
	• ‘percentage of staff having well-structured appraisal reviews within previous 12 months’ (based on Q7a to d)	keyscores.xls	J - K
	• ‘percentage of staff appraised with personal development plans in previous 12 months’ (based on Q10a)	keyscores.xls	L - M
	• ‘percentage of staff receiving any training, learning or development in previous 12 months’ (based on Q9 to 11)	keyscores.xls	N - O
• ‘percentage of staff receiving job-relevant training, learning or development in previous 12 months’ (based on Q9 to 12)	keyscores.xls	P - Q	

**Governance Domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data Spreadsheet	Which columns?
<p><b>C11.</b> Healthcare organisations ensure that staff concerned with all aspects of the provision of healthcare:</p> <p><b>b).</b> participate in mandatory training programmes</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q7a to d (percentage of staff stating: no appraisal in previous 12 months; appraisal not useful; no clear objectives agreed; do not feel work is valued)</li> <li>• Q8a to c (percentage of staff: without a personal development plan; not received training; not supported by immediate manager)</li> <li>• Q9a to g, Q10 a to i and Q11a to f (percentage of staff not taken part in any form of training or development)</li> <li>• Q10a (percentage of staff not receiving training in health and safety)</li> <li>• Q10d (percentage of staff not trained in infection control)</li> </ul>	<p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p> <p>Q7-Q12detailedresponses.xls</p>	<p>D - O</p> <p>P - Z</p> <p>AA - DK</p> <p>AU - AY</p> <p>BJ - BN</p>
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• ‘percentage of staff appraised within previous 12 months’ (based on Q7a)</li> <li>• ‘percentage of staff having well-structured appraisal reviews within previous 12 months’ (based on Q7a to d)</li> <li>• ‘percentage of staff appraised with Personal development plans in previous 12 months’ (based on Q10a)</li> <li>• ‘percentage of staff receiving any training, learning or development in previous 12 months’ (based on Q11 to 13)</li> <li>• ‘percentage of staff having had health and safety training in previous 12 months’ (based on Q13a)</li> </ul>	<p>keyscores.xls</p> <p>keyscores.xls</p> <p>keyscores.xls</p> <p>keyscores.xls</p> <p>keyscores.xls</p>	<p>H - I</p> <p>J - K</p> <p>L - M</p> <p>N - O</p> <p>T - U</p>

**Governance domain (cont.)**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C11.</b> Healthcare organisations ensure that staff concerned with all aspects of the provision of healthcare:</p> <p><b>c).</b> participate in further professional and occupational development commensurate with their work throughout their working lives</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q7a to d (percentage of staff stating: no appraisal in previous 12 months; appraisal not useful; no clear objectives agreed; do not feel work is valued)</li> <li>• Q8a to c (percentage of staff: without a personal development plan; not received training; not supported by immediate manager)</li> <li>• Q9a to g, Q10 a to i and Q11a to f (percentage of staff not taken part in any form of training or development)</li> <li>• Q10a (percentage of staff not receiving training in health and safety)</li> <li>• Q10d (percentage of staff not trained in infection control)</li> <li>• Q12c and d (percentage of staff disagreeing or strongly disagreeing that their training, learning has helped them stay up-to-date with their job, and professional requirements)</li> </ul>	Q7-Q12detailedresponses.xls	D - O
		Q7-Q12detailedresponses.xls	P - Z
		Q7-Q12detailedresponses.xls	AA - DK
		Q7-Q12detailedresponses.xls	AU - AY
		Q7-Q12detailedresponses.xls	BJ - BN
		Q7-Q12detailedresponses.xls	DX - EI
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• ‘percentage of staff appraised within previous 12 months’ (based on Q7a)</li> <li>• ‘percentage of staff having well-structured appraisal reviews within previous 12 months’ (based on Q7a to d)</li> <li>• ‘percentage of staff appraised with Personal development plans in previous 12 months’ (based on Q10a)</li> <li>• ‘percentage of staff receiving any training, learning or development in previous 12 months’ (based on Q9 to 11)</li> <li>• ‘percentage of staff receiving job-relevant training, learning or development in previous 12 months’ (based on Q9 to 12)</li> <li>• ‘percentage of staff having had health and safety training in previous 12 months’ (based on Q10a)</li> </ul>	keyscores.xls	H - I
		keyscores.xls	J - K
		keyscores.xls	L - M
		keyscores.xls	N - O
	keyscores.xls	P - Q	
	keyscores.xls	T - U	

**Patient focus domain**

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C13.</b> Healthcare organisations have systems in place to ensure that:</p> <p><b>a).</b> staff treat patients, their relatives and carers with dignity and respect</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q9a to g, Q10 a to i and Q11a to f (percentage of staff not taken part in any form of training or development)</li> </ul>	Q7-Q12detailedresponses.xls	AA - DK
	<ul style="list-style-type: none"> <li>• Q11a to f (percentage of staff not receiving training in: equal opportunities; or race, gender, harassment and bullying, or religious awareness)</li> </ul>	Q7-Q12detailedresponses.xls	CN - DK
	<ul style="list-style-type: none"> <li>• Q12a to d (percentage of staff disagreeing or strongly disagreeing with statements about the usefulness of their training)</li> </ul>	Q7-Q12detailedresponses.xls	DL - EI
	<p><b>Relevant key scores:</b></p> <ul style="list-style-type: none"> <li>• ‘percentage of staff receiving any training, learning or development in previous 12 months’ (based on Q9 to 11)</li> </ul>	keyscores.xls	N - O
	<ul style="list-style-type: none"> <li>• ‘percentage of staff receiving job-relevant training, learning or development in previous 12 months’ (based on Q9 to 12)</li> </ul>	keyscores.xls	P - Q

## Care Environment and Amenities Domain

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<p><b>C20.</b> Healthcare services are provided in environments which promote effective care and optimise health outcomes by being:</p> <p><b>a).</b> a safe and secure environment which protects patients, staff, visitors and their property, and the physical assets of the organisation</p>	<p><b>Relevant questions in core questionnaire:</b></p> <ul style="list-style-type: none"> <li>• Q10a (percentage of staff not receiving training in health and safety)</li> <li>• Q25a to d (percentage of staff suffering work related injury in previous 12 months)</li> <li>• Q26a and b (percentage of staff saying that they do not have access to counselling services and occupational health services at work)</li> <li>• Q27a to e (percentage of staff experiencing physical violence; percentage of staff not reporting physical violence)</li> <li>• Q28a to e (percentage of staff experiencing harassment, bullying or abuse; percentage of staff that didn't report harassment, bullying or abuse)</li> <li>• Q29 (percentage of staff who do not know how to report an incident of violence, harassment, bullying or abuse)</li> <li>• Q30a to d (percentage of staff disagreeing or strongly disagreeing with statements on trust's reaction to harassment, bullying and abuse)</li> <li>• Q32a to c (percentage of staff witnessing errors, near misses or incidents; percentage of of staff that don't know how to report errors, near misses or incidents)</li> <li>• Q33 (percentage of staff not reporting error, near miss or incident)</li> <li>• Q34a to g (percentage of staff disagreeing or strongly disagreeing with statements on trust's responsiveness to errors, near misses and incidents)</li> </ul>	Q7-Q12detailedresponses.xls	AU - AY
		Q25-Q30detailedresponses.xls	D - O
		Q25-Q30detailedresponses.xls	S - X
		Q25-Q30detailedresponses.xls	Y - AM
		Q25-Q30detailedresponses.xls	AN - BB
		Q25-Q30detailedresponses.xls	BC - BE
		Q25-Q30detailedresponses.xls	BF - CC
		Q31-Q34detailedresponses.xls	V - AD
		Q31-Q34detailedresponses.xls	AE - AI
		Q31-Q34detailedresponses.xls	AJ - BY

Care environment and amenities domain (cont.)

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C20a. (cont.)</b>	<b>Relevant key scores:</b>		
	• ‘percentage of staff receiving health and safety training in previous 12 months’ (based on Q10a)	keyscores.xls	T - U
	• ‘percentage of staff suffering work related injury in previous 12 months’ (based on Q25a to d)	keyscores.xls	AB - AC
	• ‘percentage of staff experiencing physical violence from patients / relatives in previous 12 months’ (based on Q27a and b)	keyscores.xls	AH - AI
	• ‘percentage of staff experiencing physical violence from staff in previous 12 months’ (based on Q27c to d)	keyscores.xls	AJ - AK
	• ‘percentage of staff experiencing harassment, bullying or abuse from patients/ relatives in previous 12 months’ (based on Q28a to b)	keyscores.xls	AL - AM
	• ‘percentage of staff experiencing harassment, bullying or abuse from staff in previous 12 months’ (based on Q28c to d)	keyscores.xls	AN - AO
	• ‘perceptions of effective action from trust towards violence and harassment (based on Q30a to d)	keyscores.xls	AZ - BA
	• ‘percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month’ (based on Q32a to b)	keyscores.xls	AF - AG
	• ‘percentage of staff reporting errors, near misses or incidents’ (based on Q33)	keyscores.xls	V - W
• ‘fairness and effectiveness of procedures for reporting errors, near misses and incidents’ (based on Q34b to g)	keyscores.xls	AX - AY	

### Care environment and amenities domain (cont.)

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C21.</b> Healthcare services are provided in environments which promote effective care and optimise health outcomes by being well designed and well maintained with cleanliness levels in clinical and non-clinical areas that meet the national specification for clean NHS premises	<b>Relevant questions in core questionnaire:</b> <ul style="list-style-type: none"> <li>• Q10d (percentage of staff not trained in infection control)</li> <li>• Q31a to c (percentage of staff reporting hot water, soap and paper towels, or alcohol rubs ‘sometimes’ or ‘never’ available when needed)</li> </ul>	Q7-Q12detailedresponses.xls	BJ - BN
		Q31-Q34detailedresponses.xls	D - U
		<b>Relevant key scores:</b> <ul style="list-style-type: none"> <li>• ‘availability of hand-washing materials’ (based on Q31a to c)</li> </ul>	keyscores.xls

### Public health domain

Core standard	NHS National Staff Survey 2006 – key score/core question	Location of data	
		Spreadsheet	Columns
<b>C24.</b> Healthcare organisations protect the public by having a planned, prepared and, where possible, practised response to incidents and emergency situations which could affect the provision of normal services	<b>Relevant questions in core questionnaire:</b> <ul style="list-style-type: none"> <li>• Q10b (percentage of staff not received training for major incident or emergency)</li> </ul>	Q7-Q12detailedresponses.xls	AZ - BD

## 6. Staff survey results that can be used to feed into trusts' assessments of Improving Working Lives

Most of the questions and key scores in the NHS National Staff Survey 2006 are directly relevant to the Improving Working Lives assessment. The following table displays each of the seven areas of good practice, as listed in the Improving Working Lives Standard (2000) and referred to in the Improving Working Lives Practice Plus National Audit Instrument, and lists alongside these the survey questions and scores that are relevant to each area. Some questions and scores are relevant to more than one Improving Working Lives area of good practice. The third and fourth columns indicate where in the detailed spreadsheets you can find the relevant survey question or score.

Improving Working Lives area	NHS National Staff Survey 2006 – key score/core question	Spreadsheet	Columns
HR strategy and management	<b>Relevant questions in core questionnaire:</b>		
	• Q7a-d (appraisals)	Q7-Q12detailedresponses.xls	D - O
	• Q8a-c (personal development plans)	Q7-Q12detailedresponses.xls	P - Z
	• Q15a-e (team working)	Q13-Q19detailedresponses.xls	AI - AY
	• Q17a-e (intention to leave the job)	Q13-Q19detailedresponses.xls	CJ - DQ
	• Q20a-e (management and supervision)	Q20-Q24detailedresponses.xls	D - AG
	<b>Relevant key percentage scores:</b>		
	• percentage of staff appraised within previous 12 months (based on Q7a)	keyscores.xls	H - I
	• percentage of staff having well-structured appraisals within previous 12 months (based on Q7a-d)	keyscores.xls	J - K
	• percentage of staff appraised with personal development plans within previous 12 months (based on Q7a and Q8a)	keyscores.xls	L - M
	• percentage of staff working in a well-structured team environment (based on Q15a-f)	keyscores.xls	R - S
	<b>Relevant key scale scores:</b>		
	• 'staff intention to leave jobs' (based on Q17a-c)	keyscores.xls	BH - BI
• 'support from immediate managers' (based on Q20a-e)	keyscores.xls	AT - AU	

**Improving  
Working Lives  
area**

**NHS National Staff Survey 2006 – key score/core question**

**Spreadsheet**

**Columns**

Equality and  
diversity

**Relevant questions in core questionnaire:**

- Q5a-b (dependants)
- Q11a-f (training in equal opportunities, or awareness of race/gender etc)
- Q18a-g (satisfaction with various elements of job)
- Q20a-e (management and supervision)
- Q23a (equal opportunities)
- Q35-40 (demographic profile of staff)

Q1-Q6detailedresponses.xls CL - CT  
 Q7-Q12detailedresponses.xls CN - DK  
 Q13-Q19detailedresponses.xls DR - FG  
 Q20-Q24detailedresponses.xls D - AG  
 Q20-Q24detailedresponses.xls BZ - CC  
 Q35-Q40detailedresponses.xls D - BY

**Relevant key scale scores:**

- 'support from immediate managers' (based on Q20a-e)
- 'staff job satisfaction' (based on Q18a-g)

keyscores.xls AT - AU  
 keyscores.xls BD - BE

Staff  
involvement and  
communication

**Relevant questions in core questionnaire:**

- Q16a, Q19a (clear job content)
- Q16b, Q18a, Q19d (feedback)
- Q19b, Q19c (staff involvement)
- Q20a-e (management and supervision)
- Q22a-f (views about the way the organisation is run)

Q13-Q19detailedresponses.xls AZ - BE,  
 FH - FM  
 Q13-Q19detailedresponses.xls BF - BK,  
 DR - DW,  
 FZ - GE  
 Q13-Q19detailedresponses.xls FN - FS,  
 FT - FY  
 Q20-Q24detailedresponses.xls D - AG  
 Q20-Q24detailedresponses.xls AP - BY

**Relevant key scale scores:**

- 'extent of positive feeling within organisation' (based on Q22a-f)
- 'support from immediate managers' (based on Q20a-e)
- 'quality of job design' (based on Q16a-c, Q19a-b, Q19d)

keyscores.xls AV - AW  
 keyscores.xls AT - AU  
 keyscores.xls AR - AS

Improving Working Lives area	NHS National Staff Survey 2006 – key score/core question	Spreadsheet	Columns
Flexible working	<b>Relevant questions in core questionnaire:</b>		
	<ul style="list-style-type: none"> <li>Q3a-c (employer's attitude towards work-life balance)</li> <li>Q4a-g (flexible working options)</li> </ul>	Q1-Q6detailedresponses.xls Q1-Q6detailedresponses.xls	AY - BP BQ - CK
	<b>Relevant key percentage scores:</b>		
	<ul style="list-style-type: none"> <li>percentage of staff using flexible working options (based on Q4a-g)</li> </ul>	keyscores.xls	F - G
	<b>Relevant key scale scores:</b>		
	<ul style="list-style-type: none"> <li>'quality of work-life balance' (based on Q3a-c)</li> </ul>	keyscores.xls	AP - AQ
Healthy workplace	<b>Relevant questions in core questionnaire:</b>		
	<ul style="list-style-type: none"> <li>Q1b-c (working additional hours)</li> </ul>	Q1-Q6detailedresponses.xls	G - T
	<ul style="list-style-type: none"> <li>Q2 (reasons for working additional hours)</li> </ul>	Q1-Q6detailedresponses.xls	U - AX
	<ul style="list-style-type: none"> <li>Q10a-d (training in health and safety related areas)</li> </ul>	Q7-Q12detailedresponses.xls	AU - BN
	<ul style="list-style-type: none"> <li>Q24a-b (whistle blowing)</li> </ul>	Q20-Q24detailedresponses.xls	CO - CU
	<ul style="list-style-type: none"> <li>Q25a-e (work-related injuries or sickness)</li> </ul>	Q25-Q30detailedresponses.xls	D - R
	<ul style="list-style-type: none"> <li>Q26a-b (access to occupational health and counselling services)</li> </ul>	Q25-Q30detailedresponses.xls	S - X
	<ul style="list-style-type: none"> <li>Q27a-e (physical violence)</li> </ul>	Q25-Q30detailedresponses.xls	Y - AM
	<ul style="list-style-type: none"> <li>Q28a-e (harassment, bullying and abuse)</li> </ul>	Q25-Q30detailedresponses.xls	AN - BB
	<ul style="list-style-type: none"> <li>Q29 (reporting violence or harassment)</li> </ul>	Q25-Q30detailedresponses.xls	BC - BE
	<ul style="list-style-type: none"> <li>Q30a-d (views about employer's effective action towards violence and harassment)</li> </ul>	Q25-Q30detailedresponses.xls	BF - CC
	<ul style="list-style-type: none"> <li>Q31a-c (availability of hand washing materials)</li> </ul>	Q31-Q34detailedresponses.xls	D - U
	<ul style="list-style-type: none"> <li>Q32a-c (witnessing and reporting errors, near misses and incidents)</li> </ul>	Q31-Q34detailedresponses.xls	V - AD
<ul style="list-style-type: none"> <li>Q33 (reporting errors, near misses and incidents)</li> </ul>	Q31-Q34detailedresponses.xls	AE - AI	
<ul style="list-style-type: none"> <li>Q34a-g (procedures for reporting errors, near misses and incidents)</li> </ul>	Q31-Q34detailedresponses.xls	AJ - BY	

**Improving  
Working Lives  
area**

**NHS National Staff Survey 2006 – key score/core question**

**Spreadsheet**

**Columns**

Healthy  
workplace  
(cont.)

**Relevant key percentage scores:**

- |   |               |         |
|---|---------------|---------|
| • percentage of staff having had health and safety training in previous 12 months (based on q10a)                                   | keyscores.xls | T - U   |
| • percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month (based on Q32a-b)           | keyscores.xls | AF - AG |
| • percentage of staff reporting errors, near misses or incidents (based on Q33)   | keyscores.xls | V - W   |
| • percentage of staff suffering work-related injury in previous 12 months (based on Q25a-d)   | keyscores.xls | AB - AC |
| • percentage of staff suffering work-related stress in previous 12 months (based on Q25e)   | keyscores.xls | AD - AE |
| • percentage of staff experiencing physical violence from patients or relatives in previous 12 months (based on Q27a-b)             | keyscores.xls | AH - AI |
| • percentage of staff experiencing physical violence from staff in previous 12 months (based on Q27c-d)                             | keyscores.xls | AJ - AK |
| • percentage of staff experiencing harassment, bullying or abuse from patients or relatives in previous 12 months (based on Q28a-b) | keyscores.xls | AL - AM |
| • percentage of staff experiencing harassment, bullying or abuse from staff in previous 12 months (based on Q28c-d)                 | keyscores.xls | AN - AO |
| • percentage of staff working extra hours due to pressure and demands of job (based on Q1b-c, Q2)                                   | keyscores.xls | Z - AA  |

**Relevant key scale scores:**

- |  |               |         |
|--|---------------|---------|
| • 'fairness and effectiveness of procedures for reporting errors, near misses and incidents' (based on Q34a-g) | keyscores.xls | AX - AY |
| • 'perceptions of employer's effective action towards violence and harassment' (based on Q30a-d)               | keyscores.xls | AZ - BA |
| • 'availability of hand washing materials' (based on Q31a-c)   | keyscores.xls | BB - BC |

**Improving  
Working Lives  
area**

**NHS National Staff Survey 2006 – key score/core question**

**Spreadsheet**

**Columns**

Training and  
development

**Relevant questions from core questionnaire:**

- Q9a-g (training, learning and development)
- Q10a-i (training, learning and development in specific areas)
- Q11a-f (equal opportunities and awareness training)
- Q12a-d (usefulness of training, learning and development)
- Q23a (equal access to career progression and development)

Q7-Q12detailedresponses.xls

AA - AT

Q7-Q12detailedresponses.xls

AU - CM

Q7-Q12detailedresponses.xls

CN - DK

Q7-Q12detailedresponses.xls

DL - EI

Q20-Q24detailedresponses.xls

BZ - CC

**Relevant key percentage scores:**

- percentage of staff receiving any training, learning or development in previous 12 months (based on Q9-11)
- percentage of staff receiving job-relevant training, learning or development in previous 12 months (based on Q9-12)

keyscores.xls

N - O

keyscores.xls

P - Q

Flexible  
retirement,  
childcare and  
support for  
carers

**Relevant questions from core questionnaire:**

- Q5a-b (dependants)
- Q6a-e (care options offered by employer)

Q1-6detailedresponses.xls

CL - CT

Q1-6detailedresponses.xls

CU - DN

## 7. Staff survey results that can be used to feed into trusts' Health and Safety Executive audit requirements

Some of the questions and key scores in the NHS National Staff Survey 2006 are directly relevant to the six Management Standards for work-related stress, launched by the Health and Safety Executive in November 2004<sup>1</sup>.

The following table displays each of these six standards, and lists the precise survey questions and scores that are relevant to each standard.

<b>Health and Safety Executive Management Standard</b>	<b>NHS National Staff Survey 2006 –key score/core question</b>	<b>Location of data Spreadsheet</b>	<b>Columns</b>
Control	Q19f - to what extent do you agree with the following statement?		
	<ul style="list-style-type: none"> <li>I can decide on my own how to go about doing my work</li> </ul>	Q13-Q19detailedresponses.xls	GL - GQ
Role	Q16a - to what extent do you agree with the following statement?		
	<ul style="list-style-type: none"> <li>I have clear, planned goals and objectives for my job</li> </ul>	Q13-Q19detailedresponses.xls	AZ – BE
Support	Q18b/d - how satisfied are you with the following areas of your job?		
	<ul style="list-style-type: none"> <li>the support I get from my immediate manager</li> </ul>	Q13-Q19detailedresponses.xls	DX - EC
	<ul style="list-style-type: none"> <li>the support I get from my work colleagues</li> </ul>	Q13-Q19detailedresponses.xls	EJ - EO

<sup>1</sup> HSE's Management Standards for work-related stress can be accessed at [www.hse.gov.uk/stress/standards/](http://www.hse.gov.uk/stress/standards/)  
 'Real Solutions Real People: A manager's guide to tackling work-related stress' is available from HSE Books at [www.hsebooks.com](http://www.hsebooks.com)

Health and Safety Executive Management Standard	NHS National Staff Survey 2006 – key score/core question	Location of data Spreadsheet	Columns
Change	Q19b - to what extent do you agree with the following statement?  <ul style="list-style-type: none"> <li>• I am consulted about changes that affect my work area/team/department</li> </ul>	Q13-Q19detailedresponses.xls	FN - FS
Demands	Key scale score: 'work pressure'  Based on core questions: Q16d / 16e / 16f / 19c - to what extent do you agree with the following?  <ul style="list-style-type: none"> <li>• I cannot meet all the conflicting demands on my time at work</li> <li>• I am asked to do work without adequate resources to complete it</li> <li>• I am required to do unimportant tasks which prevent me completing more important ones</li> <li>• I do not have time to carry out all my work</li> </ul>	Keyscores.xls	BF - BG
Relationships	Q19e - to what extent do you agree with the following?  <ul style="list-style-type: none"> <li>• Relationships at work are strained</li> </ul>	Q13-Q19detailedresponses.xls	GF - GK
	Q28c/d - in the past 12 months, have you experienced harassment, bullying or abuse from your manager or supervisor, or colleagues?	Q25-Q30detailedresponses.xls	AT - AY