CQC People Survey 2019

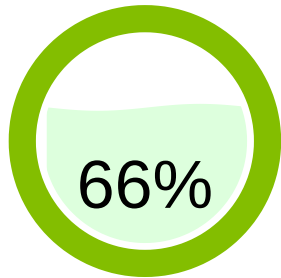| Response rate: 77%	2472 responses out of 3195

🗺 CQC Overall

📅 Survey Field Period

This survey was open to the whole organisation for three weeks, between 5 and 19 November 2019.

🌡 Employee Engagement Index | % Positive

66%

This Index is calculated based on the average sentiment of questions 1-4. This includes a number of factors indicating how employees think and feel, how this impacts their behaviour, and their desire to recommend or stay at CQC.

Change from People Survey 2018   ↘ -5%

👥 Key Engagement Questions | % Positive

	% Positive
61. I work in an inclusive working environment, where individual differences are valued	74%
9. The values of CQC are relevant to my work	88%
10. I believe CQC employees display the values and behaviours	67%
17. I have the equipment/technology to carry out my role	57%
11. I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	42%

⚏ In This Report

Headlines - your Employee Engagement Index and Key Engagement Questions

At a glance - top and bottom questions and those that have most and least improved

All results - a detailed look at the entire question set

👥 Key Engagement Questions

These are the questions which are having the greatest impact on engagement and in particular on the four questions which make up the Engagement Index. Focus on these areas will make the biggest impact on engagement overall.

👤 Anonymity

This survey was completely confidential. Reports are not generated if there are less than 10 responses, and any individual questions with less than 10 responses are also masked, to further protect anonymity.

↻ Rounding

Percentages on graphs are shown rounded to the nearest significant whole percentage point. Due to this rounding, figures may not always add up to 100% and the agree/strongly agree figures may not always total the 'Positive' figure. The positive scores are rounded to the nearest whole percentage point.

≋ Comparisons

Where questions also appeared in the 2018 survey, they are shown with the 2019 results, with an indication of the change in sentiment. Significant changes are marked with an up or down arrow.

◌ Open Comments

Responses to open questions have been grouped into themes. Where a number of comments are grouped under a theme, these are shown, ordered by their frequency.
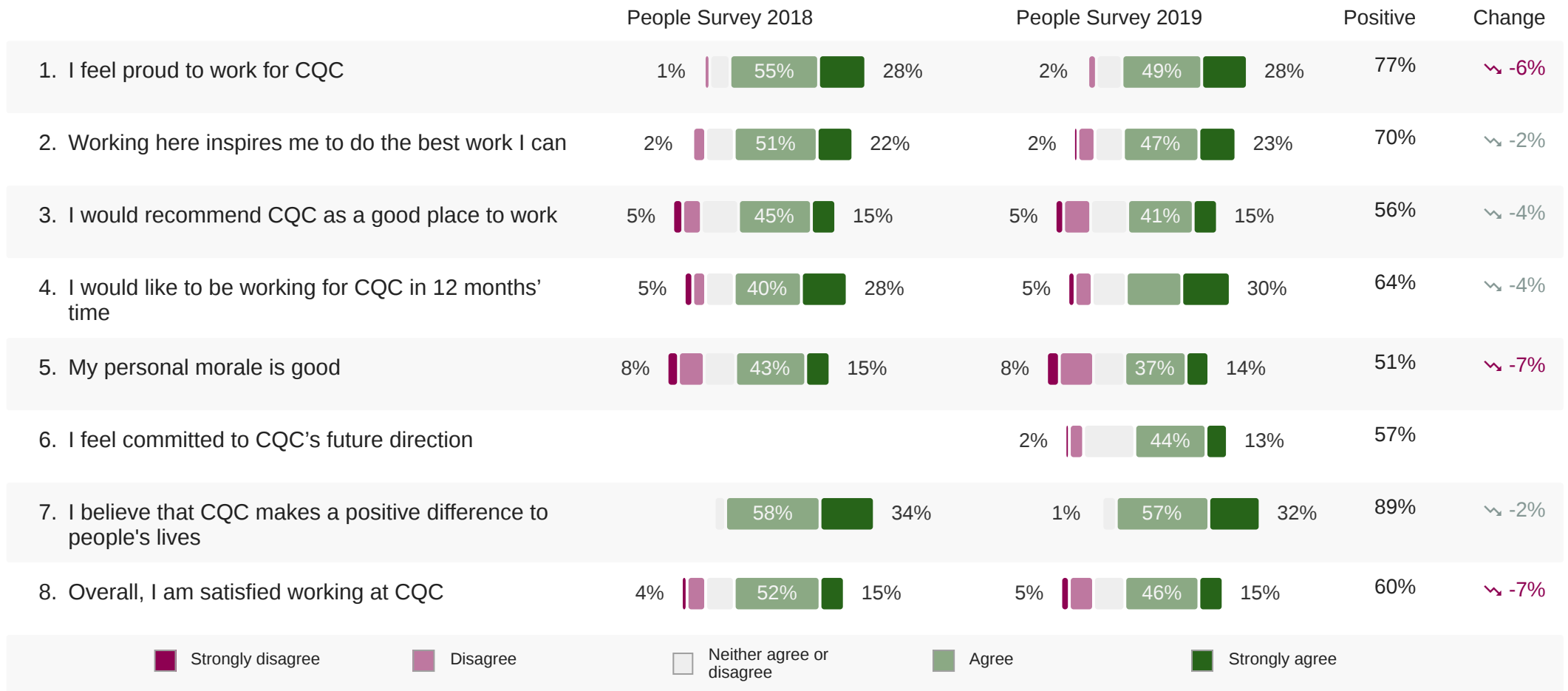
👁 At a Glance

⊕ Top 5 Questions

Question	Positive sentiment
34. In my team, I can rely on support from my colleagues when I need it	89%
7. I believe that CQC makes a positive difference to people's lives	89%
9. The values of CQC are relevant to my work	88%
54. I believe that my work helps to improve care for people who use services	88%
55. I believe that the work CQC does with service providers improves quality of care and encourages improvement	88%

⊖ Bottom 5 Questions

Question	Positive sentiment
51. I believe that changes are effectively implemented in CQC	21%
49. I have the opportunity to contribute my views before decisions are made that affect me	31%
72. Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	34%
75. I believe action will be taken on the results of this survey	34%
29. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	34%

📊 5 Most Improved Questions

Question	Change in sentiment
17. I have the equipment/technology to carry out my role	+16%
62. I think it is safe to challenge the way things are done in CQC	+6%
13. I believe the values and behaviours of leaders (anyone who leads a team - Managers and Team Leaders) are consistent with the values of CQC	+4%
60. I am treated with respect by the people I work with across CQC	+3%
65. I achieve a good work-life balance	+3%

📊 5 Least Improved Questions

Question	Change in sentiment
29. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	-10%
11. I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	-10%
48. I feel I am kept informed about matters affecting me in a timely manner	-9%
32. I feel that leaders in my part of the organisation are sufficiently visible (all three definitions of leadership apply)	-7%
5. My personal morale is good	-7%

🔡 Overall Perceptions

	People Survey 2018	People Survey 2019	Positive	Change
1. I feel proud to work for CQC	1% 55% 28%	2% 49% 28%	77%	↘ -6%
2. Working here inspires me to do the best work I can	2% 51% 22%	2% 47% 23%	70%	↘ -2%
3. I would recommend CQC as a good place to work	5% 45% 15%	5% 41% 15%	56%	↘ -4%
4. I would like to be working for CQC in 12 months' time	5% 40% 28%	5% 30%	64%	↘ -4%
5. My personal morale is good	8% 43% 15%	8% 37% 14%	51%	↘ -7%
6. I feel committed to CQC's future direction		2% 44% 13%	57%	
7. I believe that CQC makes a positive difference to people's lives	58% 34%	1% 57% 32%	89%	↘ -2%
8. Overall, I am satisfied working at CQC	4% 52% 15%	5% 46% 15%	60%	↘ -7%

⌂ Values and Behaviours

		People Survey 2018	People Survey 2019	Positive	Change
9.	The values of CQC are relevant to my work	54% 37%	1% 51% 38%	88%	↘ -2%
10.	I believe CQC employees display the values and behaviours	3% 54% 14%	3% 53% 15%	67%	→ 0%
11.	I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	3% 44% 9%	8% 8%	42%	↘ -10%
12.	I believe the values and behaviours of senior leaders in my part of the organisation (Director and "Heads of") are consistent with the values of CQC	5% 44% 17%	6% 42% 17%	58%	→ -1%
13.	I believe the values and behaviours of leaders (anyone who leads a team - Managers and Team Leaders) are consistent with the values of CQC	3% 50% 18%	3% 51% 20%	71%	↗ +4%
14.	I believe internal policy and procedures are consistent with the values of CQC	5% 42% 8%	7% 38% 7%	45%	↘ -5%

■ Strongly disagree　　■ Disagree　　□ Neither agree or disagree　　■ Agree　　■ Strongly agree

↗ 5% or greater increase in sentiment　　↗ Increase in positive sentiment　　→ No significant change in sentiment　　↘ Reduction in positive sentiment　　↘ 5% or greater reduction in sentiment

My Role

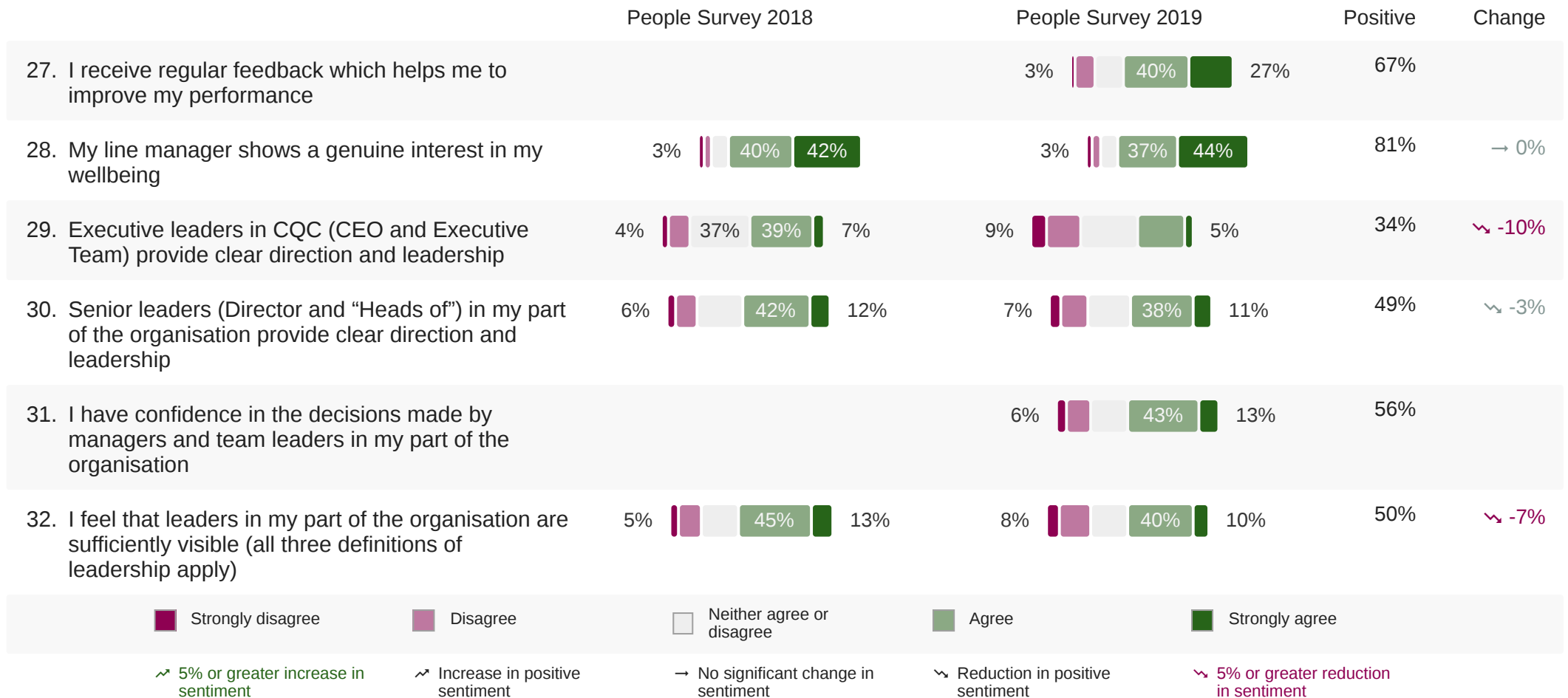|	People Survey 2018	People Survey 2019	Positive	Change
15. I have a clear understanding of my contribution to achieving the objectives of CQC	1% 60% 21%	1% 59% 22%	81%	→ +1%
16. I am clear about what I am expected to achieve in my role	2% 56% 24%	2% 55% 25%	80%	→ +1%
17. I have the equipment/technology to carry out my role	16% 8%	7% 46% 12%	57%	↗ +16%
18. I am able to make improvements happen in my area of work	5% 44% 11%	4% 42% 13%	55%	→ +1%
19. My role gives me a sense of personal accomplishment	4% 50% 20%	4% 49% 21%	69%	→ 0%

■ Strongly disagree   ■ Disagree   ☐ Neither agree or disagree   ■ Agree   ■ Strongly agree
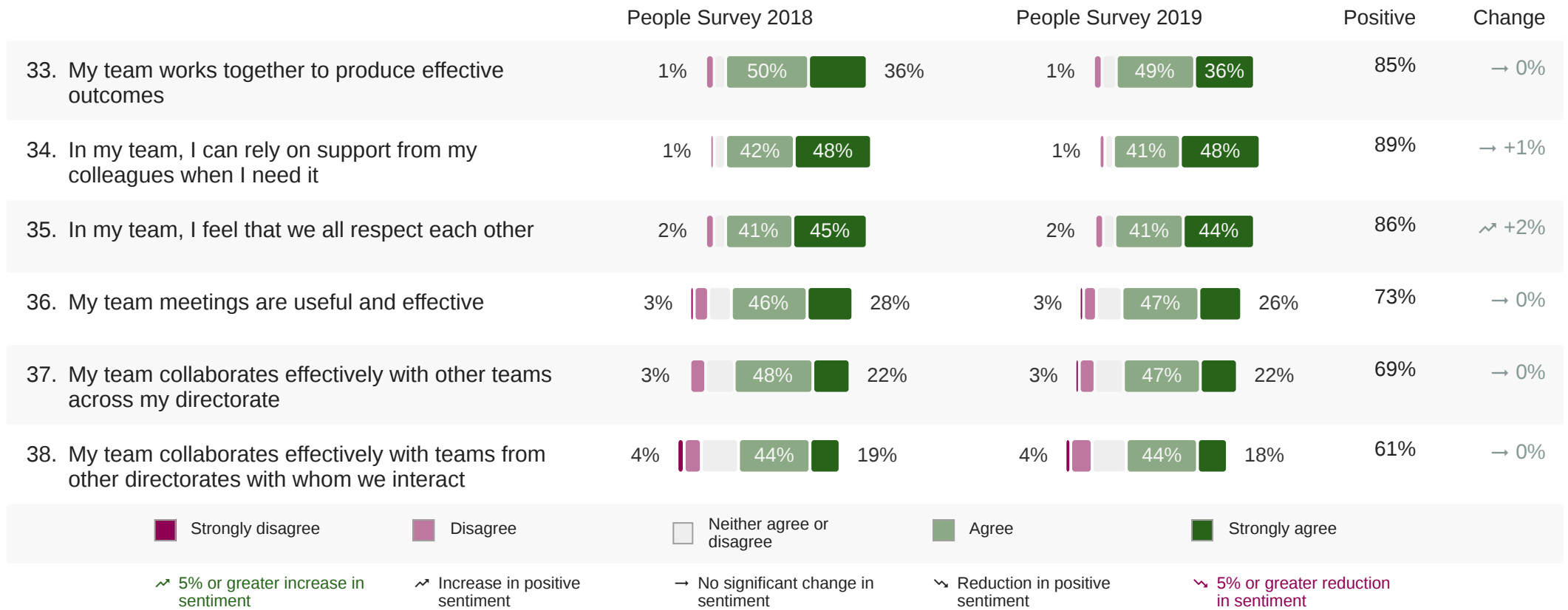
↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment
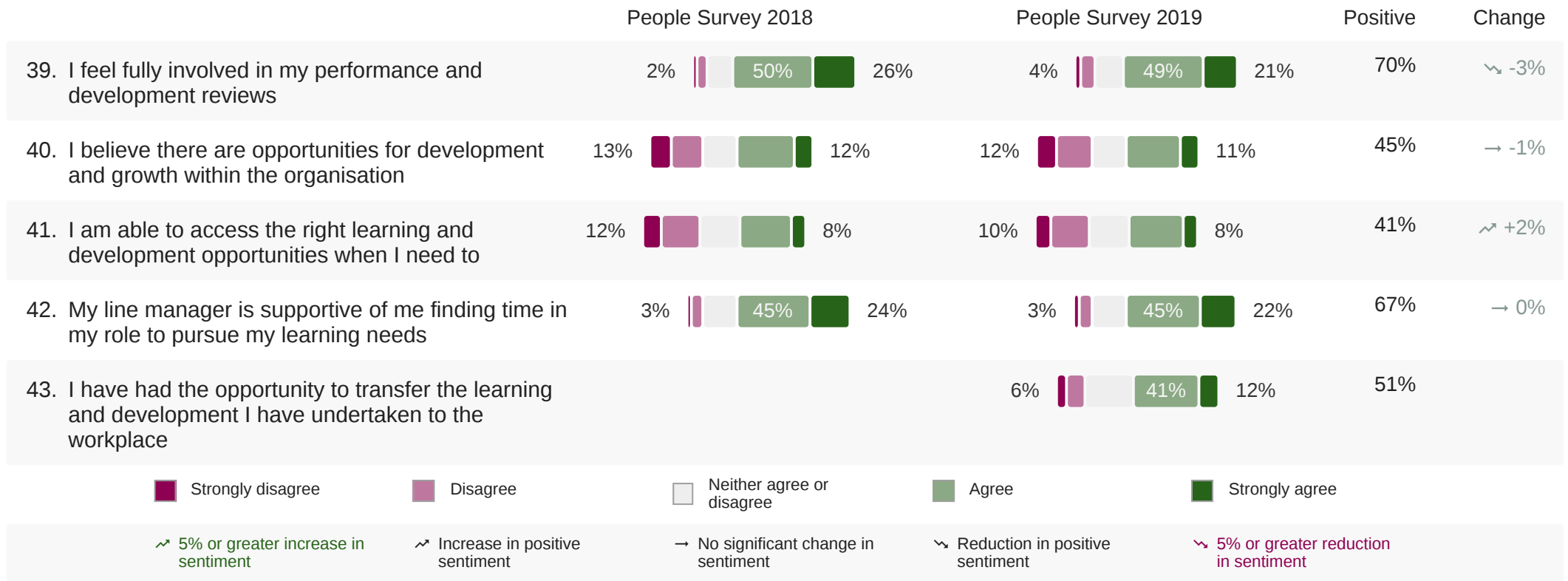
👥 Leadership and Management

	People Survey 2018	People Survey 2019	Positive	Change
20. My line manager motivates me to do my role well	3% 42% 34%	3% 40% 34%	75%	→ +1%
21. My line manager trusts me to do my job	1% 43% 45%	2% 39% 48%	87%	→ 0%
22. My line manager supports me in carrying out my role	2% 43% 40%	3% 40% 41%	81%	→ -1%
23. My line manager is open to my ideas and suggestions	2% 43% 41%	2% 41% 42%	83%	→ +1%
24. My line manager keeps me informed sufficiently to undertake my role	3% 46% 34%	3% 46% 34%	79%	→ +1%
25. My line manager gives praise and recognition for my contribution	3% 42% 38%	3% 40% 38%	78%	→ -1%
26. I have regular 1:1 performance and development discussions with my line manager	3% 44% 38%	3% 46% 37%	82%	→ +1%

■ Strongly disagree   ■ Disagree   □ Neither agree or disagree   ■ Agree   ■ Strongly agree

↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment

♟ Leadership and Management

	People Survey 2018	People Survey 2019	Positive	Change
27. I receive regular feedback which helps me to improve my performance		3% ▮ 40% 27%	67%	
28. My line manager shows a genuine interest in my wellbeing	3% ▮ 40% 42%	3% ▮ 37% 44%	81%	→ 0%
29. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	4% 37% 39% 7%	9% 5%	34%	↘ -10%
30. Senior leaders (Director and "Heads of") in my part of the organisation provide clear direction and leadership	6% 42% 12%	7% 38% 11%	49%	↘ -3%
31. I have confidence in the decisions made by managers and team leaders in my part of the organisation		6% 43% 13%	56%	
32. I feel that leaders in my part of the organisation are sufficiently visible (all three definitions of leadership apply)	5% 45% 13%	8% 40% 10%	50%	↘ -7%

■ Strongly disagree	■ Disagree	☐ Neither agree or disagree	■ Agree	■ Strongly agree

↗ 5% or greater increase in sentiment	↗ Increase in positive sentiment	→ No significant change in sentiment	↘ Reduction in positive sentiment	↘ 5% or greater reduction in sentiment

👥 Teamwork

	People Survey 2018	People Survey 2019	Positive	Change
33. My team works together to produce effective outcomes	1% ▎ 50% 36%	1% ▎ 49% 36%	85%	→ 0%
34. In my team, I can rely on support from my colleagues when I need it	1% ▎ 42% 48%	1% ▎ 41% 48%	89%	→ +1%
35. In my team, I feel that we all respect each other	2% ▎ 41% 45%	2% ▎ 41% 44%	86%	↗ +2%
36. My team meetings are useful and effective	3% ▎ 46% 28%	3% ▎ 47% 26%	73%	→ 0%
37. My team collaborates effectively with other teams across my directorate	3% ▎ 48% 22%	3% ▎ 47% 22%	69%	→ 0%
38. My team collaborates effectively with teams from other directorates with whom we interact	4% ▎ 44% 19%	4% ▎ 44% 18%	61%	→ 0%

■ Strongly disagree   ■ Disagree   ☐ Neither agree or disagree   ■ Agree   ■ Strongly agree

↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment

Learning and Development

		People Survey 2018	People Survey 2019	Positive	Change
39.	I feel fully involved in my performance and development reviews	2% 50% 26%	4% 49% 21%	70%	⬂ -3%
40.	I believe there are opportunities for development and growth within the organisation	13% 12%	12% 11%	45%	→ -1%
41.	I am able to access the right learning and development opportunities when I need to	12% 8%	10% 8%	41%	⬈ +2%
42.	My line manager is supportive of me finding time in my role to pursue my learning needs	3% 45% 24%	3% 45% 22%	67%	→ 0%
43.	I have had the opportunity to transfer the learning and development I have undertaken to the workplace		6% 41% 12%	51%	

■ Strongly disagree	■ Disagree	☐ Neither agree or disagree	■ Agree	■ Strongly agree
⬈ 5% or greater increase in sentiment	⬈ Increase in positive sentiment	→ No significant change in sentiment	⬂ Reduction in positive sentiment	⬂ 5% or greater reduction in sentiment

↻ Quality Improvement

	People Survey 2018	People Survey 2019	Positive	Change
44. I actively seek the opportunity to engage in Quality Improvement projects		3% ▮ 37% ▮ 13%	49%	
45. Senior Leadership are supportive and encouraging of the drive for continuous improvement in CQC		5% ▮ 43% ▮ 10%	53%	
46. I am encouraged to seek out and participate in training in Quality Improvement tools and techniques		5% ▮ ▮ 8%	42%	

🔊 Communication

	People Survey 2018	People Survey 2019	Positive	Change
47. It is easy for me to find information I need to carry out my role	11% ▮ ▮ 6%	11% ▮ ▮ 5%	38%	→ -1%
48. I feel I am kept informed about matters affecting me in a timely manner	6% ▮ 44% ▮ 10%	10% ▮ 38% ▮ 6%	44%	↘ -9%
49. I have the opportunity to contribute my views before decisions are made that affect me	12% ▮ ▮ 4%	19% ▮ ▮ 5%	31%	↘ -3%

■ Strongly disagree   ■ Disagree   ☐ Neither agree or disagree   ■ Agree   ■ Strongly agree

↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment

⦿ Managing Change

		People Survey 2018	People Survey 2019	Positive	Change
50.	I understand why CQC is changing for the future		4% 54% 13%	67%	
51.	I believe that changes are effectively implemented in CQC	15% 3%	20% 3%	21%	→ +1%
52.	I feel informed about the changes that are happening as part of our transformation programme		11% 5%	42%	
53.	We have regular conversations with my manager and team about the major changes happening in CQC		4% 52% 11%	63%	

🔭 Service Focus

		People Survey 2018	People Survey 2019	Positive	Change
54.	I believe that my work helps to improve care for people who use services	54% 36%	1% 55% 33%	88%	→ +1%
55.	I believe that the work CQC does with service providers improves quality of care and encourages improvement	55% 36%	1% 58% 31%	88%	→ 0%
56.	My team has a culture of ensuring effective service delivery to other teams across CQC	1% 51% 27%	2% 51% 26%	76%	→ +1%

■ Strongly disagree   ■ Disagree   □ Neither agree or disagree   ■ Agree   ■ Strongly agree

↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment

♻ Inclusion and Wellbeing

	People Survey 2018	People Survey 2019	Positive	Change
57. I believe that CQC promotes equality, diversity and human rights in all our work	2% 56% 20%	3% 54% 18%	73%	→ -1%
58. I believe that CQC provides equal opportunities for career progression or promotion	8% 38% 13%	9% 11%	48%	→ -1%
59. I am treated fairly at work	3% 55% 21%	4% 52% 21%	72%	→ -1%
60. I am treated with respect by the people I work with across CQC	2% 55% 23%	2% 56% 22%	78%	↗ +3%
61. I work in an inclusive working environment, where individual differences are valued		4% 54% 20%	74%	
62. I think it is safe to challenge the way things are done in CQC	12% 6%	10% 37% 10%	47%	↗ +6%
63. I believe CQC supports the health and wellbeing of staff	9% 41% 15%	10% 40% 14%	54%	→ -1%
64. I have a manageable workload	12% 41% 10%	11% 42% 8%	49%	→ 0%
65. I achieve a good work-life balance	10% 42% 12%	8% 43% 12%	55%	↗ +3%

■ Strongly disagree   ■ Disagree   ☐ Neither agree or disagree   ■ Agree   ■ Strongly agree

↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment

∞ Behaviour at Work

	People Survey 2018	People Survey 2019	Positive	Change
66. I feel that CQC is committed to an environment which is free from bullying and harassment	6%　46%　16%	7%　47%　14%	61%	→ +1%

67. I know how to report bullying/harassment at work

People Survey 2018	People Survey 2019
Yes 86%	Yes 89%
No 11%	No 8%
Prefer not to say 3%	Prefer not to say 3%
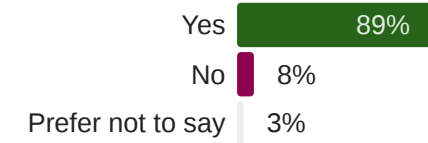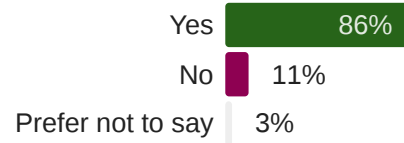
68. In the last 12 months, I have witnessed bullying, harassment or abuse at work

People Survey 2018	People Survey 2019
Yes 19%	Yes 21%
No 73%	No 72%
Prefer not to say 8%	Prefer not to say 7%

69. In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff

People Survey 2018	People Survey 2019
Yes 11%	Yes 12%
No 82%	No 81%
Prefer not to say 7%	Prefer not to say 7%
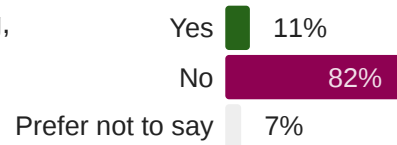
a) What form did this take?
308 Responses

Unfair treatment	51%
Email tone and style	48%
Excessive criticism	40%
Humiliation or degrading behaviour	38%
Ignoring or ostracising you	37%
Intimidation/ threatening behaviour	28%
All Other Responses	10%

∞ Behaviour at Work

	People Survey 2018	People Survey 2019	Positive	Change

b) From which colleague did you receive this behaviour?
308 Responses

Line manager 34%
Peer 30%
Senior manager (Executive Director, Director, DCI's and Head of Function) 23%
Other colleague 20%
Prefer not to say 13%
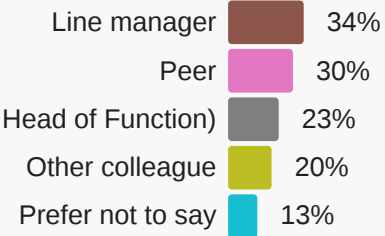
c) Have you reported the bullying/harassment?
307 Responses

Yes 39%
No 44%
Prefer not to say 17%
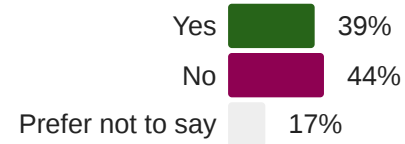
d) Were you satisfied with how the bullying/harassment was dealt with?
197 Responses

Yes 15%
No 50%
Prefer not to say 36%

∞ Behaviour at Work

	People Survey 2018	People Survey 2019	Positive	Change

70. In the last 12 months, I have experienced harassment, bullying or abuse at work from people other than CQC staff (e.g. members of the public and service users)

People Survey 2018:
- Yes 8%
- No 88%
- Prefer not to say 3%

People Survey 2019:
- Yes 11%
- No 86%
- Prefer not to say 3%
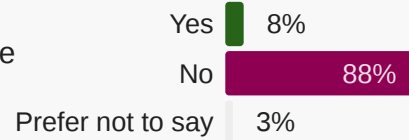
a) Have you reported the bullying/harassment?
275 Responses

People Survey 2019:
- Yes 56%
- No 31%
- Prefer not to say 13%

b) Were you satisfied with how the bullying/harassment was dealt with?
193 Responses

People Survey 2019:
- Yes 45%
- No 31%
- Prefer not to say 24%

∞ Behaviour at Work
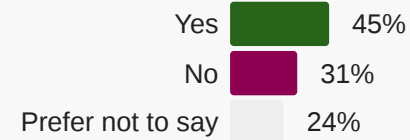
	People Survey 2018	People Survey 2019	Positive	Change

71. In the last 12 months, I have personally experienced discrimination at work from any of the following: my manager/ team leader or other colleagues

People Survey 2018:
- Yes 4%
- No 90%
- Prefer not to say 6%

People Survey 2019:
- Yes 6%
- No 88%
- Prefer not to say 6%
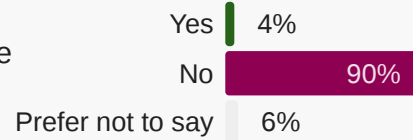
a) On which of the following grounds do you feel the discrimination was based?

145 Responses

- Disability 23%
- Prefer not to say 19%
- Caring responsibilities 17%
- Age 17%
- Race 13%
- Sex 8%
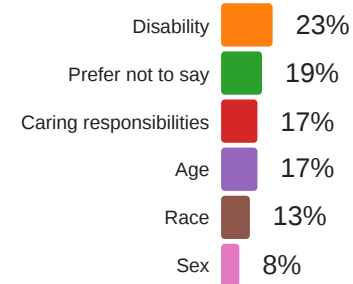
b) From which colleague did you receive this behaviour?

151 Responses

- Line manager 41%
- Senior manager (Executive Director, Director, DCI's and Head of Function) 25%
- Other colleague 24%
- Peer 19%
- Prefer not to say 15%
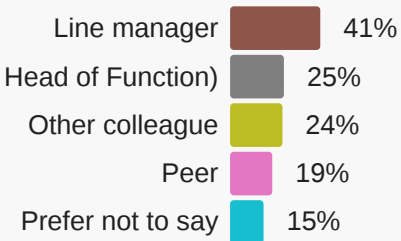
c) Have you reported the discrimination?

157 Responses

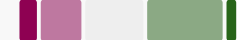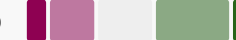- Yes 24%
- No 59%
- Prefer not to say 18%
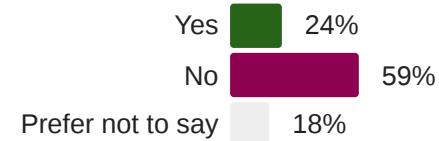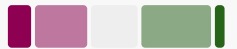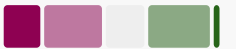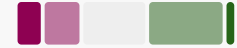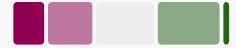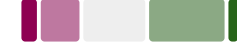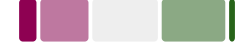
d) Were you satisfied with how the discrimination was dealt with?

86 Responses

- Yes
- No 47%
- Prefer not to say 42%

🏆 Reward and Recognition

	People Survey 2018	People Survey 2019	Positive	Change
72. Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	13% ▮▮ ▮▮ 5%	18% ▮▮ ▮▮ 4%	34%	↘ -4%
73. I am satisfied with my overall reward package (e.g. benefits, pension, annual leave, etc.)	12% ▮▮ 40% 5%	14% ▮▮ 38% 5%	43%	→ -1%
74. I feel recognised for my contribution at CQC	9% ▮▮ ▮▮ 7%	11% ▮▮ ▮▮ 6%	41%	→ 0%

💪 Survey Actions

	People Survey 2018	People Survey 2019	Positive	Change
75. I believe action will be taken on the results of this survey	12% ▮▮ ▮▮ 6%	15% ▮▮ ▮▮ 4%	34%	↘ -5%
76. I am aware that activity as a result of the last people survey in 2018 led to change	9% ▮▮ ▮▮ 6%	10% ▮▮ ▮▮ 4%	35%	↘ -4%

■ Strongly disagree   ■ Disagree   ☐ Neither agree or disagree   ■ Agree   ■ Strongly agree

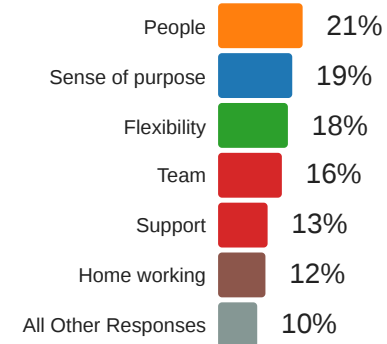↗ 5% or greater increase in sentiment   ↗ Increase in positive sentiment   → No significant change in sentiment   ↘ Reduction in positive sentiment   ↘ 5% or greater reduction in sentiment
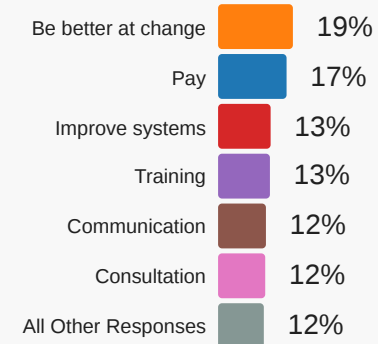
💬 Themes - Open Comments

What makes CQC a great place to work?
1630 Responses

Theme	Percentage
People	21%
Sense of purpose	19%
Flexibility	18%
Team	16%
Support	13%
Home working	12%
All Other Responses	10%

Suggestions for making CQC a great place to work
1679 Responses

Theme	Percentage
Be better at change	19%
Pay	17%
Improve systems	13%
Training	13%
Communication	12%
Consultation	12%
All Other Responses	12%

What impacts my morale?
1379 Responses

Theme	Percentage
- workload	20%
- changes	12%
+ team	10%
+ support	9%
+ pride in work	8%
- pay	8%
All Other Responses	8%
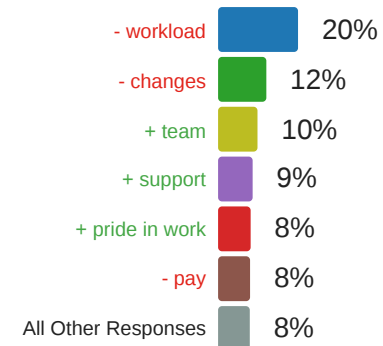
Where there is a positive or negative sentiment this is indicated by a '+' or '-' preceding the theme.