Appendix 1



Staff Survey 2021
Survey Results

June 2021

# Introduction

## Background

NICE commissioned Survey Solutions to conduct their 2021 Staff Survey. The survey was live between Monday 17th May and Wednesday 9th June 2021.

The key aims of the survey were to provide NICE with an understanding of the level of employee engagement within the organisation, with the ability to monitor changing patterns in employee engagement to inform future organisational improvement.

The project was carried out in compliance with, and to the Quality Standards required under:

* The Data Protection Act and GDPR
* ISO 9001:2015 (for Quality Management Systems)
* The MRS (Market Research Society) Code of Conduct
* The MRS Company Partner Quality Commitment

## Methodology

The 2021 questionnaire was reviewed and updated and included 75 questions (69 scaled / single answer, 6 multi-option and 13 open comment questions). There were also 21 classification (demographic) questions, including place of work and length of service, ethnic group, and gender amongst others.

Questions were grouped under the following 12 sections:

* Your Organisation
* Strategy, Values and Behaviour
* Work-life Balance and Wellbeing
* COVID-19 and Homeworking
* Communication
* Your Job
* Your Team
* Management and Leadership
* Appraisal: My Contribution
* Training, Learning and Development
* Equal Opportunities and Dignity at Work
* Final feedback

Most questions were presented as positively phrased statements. Employees were asked to rate each statement, using a 1 to 5 ‘Likert’ scale, where ‘5’ indicates strong agreement or satisfaction, and ‘1’ denotes strong disagreement or dissatisfaction.

The staff survey was provided in an on-line format for respondents to complete. It was designed and hosted by Survey Solutions. All employees were invited to participate, including agency staff who had been at NICE for longer than 12 weeks.

### Response Rates

By the final survey closure date, a total of 643 responses were received, representing an **88%** response rate overall, which is an excellent return and ensures that the findings are representative of the workforce as a whole.

The responses breakdown by Directorate and Location are as follows:

### Responses Breakdown by Directorate

|  |  |  |  |
| --- | --- | --- | --- |
| **Directorate** | **Total number of staff** | **Total number of respondents** | **%** |
| Centre for Health Technology Evaluation Directorate | 210 | 183 | 87% |
| Communications Directorate | 45 | 41 | 91% |
| Digital Information and Technology Directorate | 68 | 54 | 79% |
| Finance Strategy & Transformation Directorate | 71 | 62 | 87% |
| Health & Social Care Directorate | 103 | 97 | 94% |
| Centre for Guidelines | 175 | 153 | 87% |
| Science Evidence and Analytics Directorate | 58 | 53 | 91% |
| **Overall response** | **730** | **643** | **88%** |

### Responses Breakdown by Location

|  |  |  |  |
| --- | --- | --- | --- |
| **Location** | **Total number of staff** | **Total number of respondents** | **%** |
| Manchester | 551 | 494 | 90% |
| London | 117 | 93 | 79% |
| Home-based | 62 | 56 | 90% |
| **Overall response** | **730** | **643** | **88%** |

The highest response rate is noted amongst Manchester and home-based staff, with 90% completions. The response rate for the London office is 79%, which is lower than the rest of the organisation but higher than that achieved in 2019 (77%).

## Reporting Guidelines

### Respondent Confidentiality

Throughout all reporting provided to NICE, detailed results are shown only for individual questions which have at least 8 respondents, in order to ensure respondent confidentiality. Mean scores are shown for groups with at least 5, but less than 8 respondents. Verbatim comments are shown for employee groups where there are least 20 employees in a group.

### Scoring Calculations

Throughout this report, mean scores and percentage breakdown scores are shown in the question results tables. The majority of questions in the survey were 5-point scale questions with ratings from Strongly Agree to Strongly Disagree, although there were also some using a Very Satisfied to Very Dissatisfied scale and one using an Excellent to Poor scale as well as several Yes/No questions.

The mean scores are calculated according to the scale used in the survey (this is commonly a 1-5 scale where '5' = Agree Strongly, '4' = Agree, '3' = Neither Agree nor Disagree, '2' = Disagree, and '1' = Disagree Strongly). Each response therefore has a value. To calculate the mean score for a question all the values of the responses given are added up and the corresponding total is divided by the number of responses for that question. Where a 5-point scale has been used, the result will always be a score between 1 and 5.

The text commentary often refers to positive percentage scores. These are derived by adding the positive responses to a question (for example the ‘Strongly Agree’ and ‘Agree’ or ‘Very Satisfied’ and ‘Satisfied’ scores).

### Comparisons to Historical Scores

The survey results tables in this report provide a comparison with the 2019 staff survey results, shown as a percentage positive or negative difference next to the mean score.

### Percentage Rounding

The percentage scores shown within the individual question results bar have been rounded and therefore it is possible that the total percentage scores for certain questions might add up to 101% or 99%. Similarly, the mean scores are rounded to 1 decimal places for display purposes although within the database they are calculated to 4 decimal places.

### Respondent Base

The number of respondents who responded to a question is shown in the ‘Resp’ column in each table.

# Survey Results

## Your Organisation

### NICE as a Place to Work

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Question** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp.** |
| Q1: How do you rate NICE as a place to work? | 94% | 1% | 3.9 | -2.5 | 640 |

Views of NICE as a place to work (Q1) are broadly in line with those expressed in the 2019 survey. Although slightly fewer rate it as an excellent place to work, the proportion of total positive responses (‘Excellent’, ‘Very Good’ and ‘Good’) is 94%, on a par with 2019. Similarly, as in 2019, only 1% of the respondents rated NICE as poor and 6% rated NICE as a fair place to work, compared to 5% in 2019.

### Environmental and Social Responsibility and Confidence in the Way NICE is led

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp.** |
| Q2: NICE is committed to being environmentally and socially responsible | 79% | 3% | 3.9 | -2.5 | 637 |
| Q5: I am confident in the way NICE is led | 71% | 11% | 3.8 | -5.9 | 635 |

Most respondents agree that NICE is committed to being environmentally and socially responsible (Q2), but the strength of agreement is lower than in 2019, and there are more ambivalent responses (18% compared to 13% in 2019).

There was some decline in confidence in the way that NICE is led (Q5) since the previous survey, probably associated with a change in senior posts and Board. However, the score of 3.8 compares well with benchmark organisations (range 4.0 to 2.9).

### Pride, Advocacy and Discretionary Effort

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp.** |
| Q3: I am proud to work for NICE | 93% | 2% | 4.4 | -0.1 | 638 |
| Q4: I would recommend NICE as an employer | 90% | 4% | 4.2 | -1.7 | 637 |
| Q6: I am committed to doing my very best for NICE | 98% | 0% | 4.6 | +1.4 | 639 |

The above table shows strong levels of pride (Q3), advocacy (Q4) and discretionary effort (Q6) in working for NICE. Compared to the 2019 survey, the result for pride is virtually unchanged, whilst advocacy is 1.7% lower.

The difference in discretionary effort compared to 2019 is statistically significant and sees two thirds of respondents in strong agreement, compared to 59% previously.

### Job Security, Intention to Stay Working and Overall Satisfaction working for NICE

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp.** |
| Q7: I feel that the future of my job is secure | 64% | 15% | 3.6 | +2.9 | 639 |
| Q8: I intend to be working for NICE in 12 months’ time | 76% | 10% | 4.0 | +0.1 | 638 |
| Q9: Overall, I am satisfied working for NICE | 84% | 8% | 4.0 | -2.0 | 639 |

Agreement levels for perceived job security (Q7) remain at average levels but have improved slightly since 2019. Intention to stay working for NICE in 12 months’ time (Q8) records an excellent score, virtually unchanged since the 2019 survey.

Overall satisfaction with working for NICE (Q9) remains strong, with 84% positive responses, on a par with 2019. Although the mean score is slightly lower than in 2019, the difference is not deemed to be statistically significant.

## Strategy, Values and Behaviour

The 2021 questionnaire included a set of questions to test awareness and views of NICE’s new 5-year strategy, as well as its values and behaviours.

### Awareness, Understanding and Perception of the New 5-year Strategy

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **Resp** |
| Q10: I am aware of the new 5-year strategy | 98% | 2% | n/a | 627 |
| Q11: I understand what the new 5-year strategy is trying to achieve | 76% | 8% | 3.8 | 626 |
| Q12: The strategy sets out an inspiring vision for the future | 71% | 6% | 3.8 | 625 |

The survey results show nearly universal awareness of the new 5-year strategy (Q10), with 98% positive responses.

Two additional questions asked (only to those aware of the strategy) show a majority of respondents in agreement, but also a significant proportion of neutral and negative responses. Over three quarters (76%) of respondents say they understand what the strategy is trying to achieve (Q11), whilst slightly fewer (71%) agree that it sets an inspiring vision for the future (Q12).

### Awareness and Commitment to NICE Values and Behaviours

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **Resp** |
| Q13: I am aware of NICE values and behaviours  | 97% | 1% | 4.3 | 641 |
| Q14: I demonstrate my commitment to NICE values and behaviours  | 89% | 1% | 4.2 | 639 |
| Q15: My colleagues demonstrate their commitment to NICE values and behaviours | 77% | 4% | 3.9 | 639 |
| Q16: Managers demonstrate their commitment to NICE values and behaviours  | 72% | 7% | 3.8 | 638 |
| Q17: The Executive Team demonstrate their commitment to NICE values and behaviours  | 66% | 8% | 3.7 | 639 |

Awareness of NICE values and behaviours (Q13) is also very high (97%), with only a small number of negative responses (1%).

In terms of demonstrating commitment to these behaviours, there is a sliding scale of responses, with strong agreement (89%) for personally demonstrating a commitment (Q14), but lower agreement of 77% and 72% respectively for colleagues (Q15) and managers (Q16) and the lowest result (66%) for the Executive Team (Q17).

## Work-life Balance and Wellbeing

### Work Pressure, Work-life Balance and Rest Breaks Away from Desk/Computer Screen

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q18: I do not feel pressure to work long hours | 57% | 30% | 3.3 | -10.3 | 642 |
| Q19: My job allows me to have an adequate work/life balance | 73% | 15% | 3.8 | -6.9 | 642 |
| Q20: I am able to take rest breaks away from my desk/computer screen | 74% | 16% | 3.8 | -7.7 | 639 |

The survey reveals a significant decline in the Work-life Balance and Wellbeing question results, particularly for not feeling pressure to work long hours (Q18), which has dropped by 10% since 2019 and is now a lukewarm result, with 57% positive responses, compared to 70% in 2019.

The responses to having an adequate work/life balance (Q19) and being able to take rest breaks (Q20) have also declined compared to the 2019 survey and are now at average levels, with 73% and 74% positive responses respectively.

### Stress due to Work Demands

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q21: I regularly feel stressed because of the demands put on me by work | 36% | 37% | 3.0 | -10.7 | 640 |

A negatively phrased question about feeling stressed due to work demands (Q21) also reveals weaker results, with only 36% disagreeing to this statement, compared with over half in 2019.

### Pressure to Continue to Work Despite not Feeling Well Enough

|  |  |  |  |
| --- | --- | --- | --- |
| **Question** | **% Yes** | **% No** | **Resp** |
| Q22: Have you ever felt pressure to continue to work in the last 12 months despite not feeling well enough to perform your duties? | 31% | 69% | 639 |

A question added to the survey this year about work pressure show that nearly one third of respondents felt pressure to continue to work despite not feeling well enough (Q22).

### Q23: Please indicate where you felt the pressure was from:

|  |  |  |
| --- | --- | --- |
| **Source of Work Pressure** | **%** | **Resp** |
| Your manager | 34% | 69 |
| Your colleagues | 42% | 84 |
| Yourself | 83% | 167 |

When asked about the source of the pressure (Q23), the results indicate that it was nearly twice as likely to come from the employees themselves, rather than their colleagues; just over one third of respondents said the pressure was from their managers.

### Wellbeing and Feeling Confident/Comfortable Discussing Concerns or Disclosing a Mental Issue

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q24: NICE cares about my wellbeing | 79% | 8% | 3.9 | +0.1 | 640 |
| Q25: There is someone at NICE who I feel confident in approaching if I am worried or concerned about anything | 86% | 6% | 4.1 | +0.9 | 641 |
| Q26: I would be comfortable disclosing a mental health issue to my line manager or someone else at work, if this was affecting me | 74% | 15% | 3.8 | +2.2 | 640 |

Regardless of the feelings of pressure at work, the results for NICE caring about employee wellbeing (Q24), and for there being someone at NICE they would feel confident in approaching if worried or concerned (Q25), are at very good and excellent levels respectively; broadly unchanged since 2019.

As in 2019, we see that fewer respondents would feel comfortable disclosing a mental health issue to a line manager or someone else at work (Q26) than other concerns, but this result is showing an improving trend, with 74% positive responses compared to 70% in the last survey.

### Mental Health First Aiders

|  |  |  |  |
| --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Yes** | **% No** | **Resp** |
| Q27: I have had a conversation with a Mental Health First Aider in the last 12 months  | 5% | 95% | 612 |
| Q28: The Mental Health First Aider was supportive  | 96% | 4% | 27 |

*Q28: only asked of staff who answered ‘Yes’ at Q27*

Two new questions were asked about Mental Health First Aiders – the results show only 5% of respondents say they have had a conversation with a Mental Health First Aider in the last 12 months (Q27); these respondents were then asked whether the Mental Health First Aiders were supportive (Q28) and all but one responded positively.

## COVID-19 and Homeworking

### Communications, Support, Equipment and Workspace at Home

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **Resp** |
| Q29: The communications regarding NICE’s response to the pandemic have been clear | 90% | 2% | 4.2 | 643 |
| Q30: I have felt supported by NICE during the COVID-19 pandemic | 87% | 4% | 4.2 | 643 |
| Q31: I have the equipment to do my job from home | 90% | 5% | 4.3 | 643 |
| Q32: I have a workspace at home where I can work effectively | 90% | 4% | 4.3 | 642 |

A set of new questions about NICE’s response to the COVID-19 pandemic indicate communications have been clear (Q29), with 90% positive responses, and that respondents have felt supported by NICE (Q30), with 87% in agreement. Most respondents (90%) also confirmed that they have the equipment needed (Q31) and the workspace (Q32) to be able to do their job from home.

## Communication

### Communication of Important Changes and Feeling Listened to

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q33: When there are important changes, they are communicated clearly | 69% | 15% | 3.6 | +2.6 | 640 |
| Q34: I feel that my views and ideas are listened to | 52% | 16% | 3.4 | -2.0 | 636 |

Opinions about clear communications around important changes (Q33) have improved slightly since the 2019 survey, with 69% in agreement and fewer negative and neutral responses. However, feeling that their views and ideas are listened to (Q34) sees just over half of respondents in agreement, compared to 58% in 2019.

### Q35: The most useful sources of information at NICE are:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sources of Information:** | **2021****%** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Chief Executive Email | 31% | 197 | n/a | n/a |
| ‘Your Week @NICE’ | 59% | 377 | 62% | 343 |
| NICE Space | 26% | 167 | 41% | 227 |
| NICEtimes | 1% | 6 | 2% | 13 |
| All staff meetings | 40% | 258 | 37% | 204 |
| Team meetings | 34% | 219 | 40% | 221 |
| **Total response** | **-** | **643** | **-** | **551** |

The survey found that “Your Week@NICE” is still perceived to be the most useful source of information, followed at a distance by “All Staff meetings”, “Team meetings” and the “Chief Executive Email” (added to the question options this year) and “NICE Space”. When comparing to the 2019 survey, all comparable options, but especially “NICE Space”, see lower responses, apart from ‘All-Staff meetings’.

### Virtual All-Staff Meetings

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **Resp** |
| Q36: I find the virtual All-Staff meetings effective | 85% | 3% | 4.1 | 642 |

A new question about the virtual ‘All-Staff meetings’ confirms that most respondents found these to be effective.

## Your Job

### Goals and Objectives, Day-to-Day Changes and Speed of Work

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q37: I have clear, planned goals and objectives for my job | 77% | 11% | 3.8 | -1.3 | 643 |
| Q38: I am consulted about day-to-day changes that affect my work | 62% | 20% | 3.5 | -2.7 | 642 |
| Q39: I am able to choose or change the speed or rate of work | 44% | 36% | 3.1 | -5.5 | 641 |

The “My Job” section found that whilst 77% of respondents agree they have clear, planned goals and objectives for their jobs (Q37), fewer say they are consulted about changes that affect their work (Q38) or that they can choose or change the speed or rate of work (Q39), with the latter result seeing the largest decline since the 2019 survey.

### Recognition, Reward, Support, Responsibility and Opportunities to use own Skills

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **How satisfied are you with each of the following areas of your job?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q40: The recognition I get for good work | 67% | 13% | 3.7 | -2.6 | 641 |
| Q41: The overall package (salary and benefits) I receive | 77% | 13% | 3.8 | -1.7 | 640 |
| Q42: The support I get from my immediate manager | 85% | 6% | 4.2 | +1.5 | 641 |
| Q43: The support I get from my work colleagues | 89% | 3% | 4.2 | -1.0 | 640 |
| Q44: The amount of responsibility I am given | 77% | 10% | 3.9 | +0.9 | 641 |
| Q45: The opportunities I have to use my skills | 67% | 17% | 3.6 | -1.0 | 641 |
| Q46: The extent to which NICE values my work | 60% | 17% | 3.5 | -3.7 | 641 |

A set of satisfaction-scale questions asking staff about their job shows the highest scores for the support received from their immediate manager (Q42) and colleagues (Q43), both results are broadly in line with those recorded in 2019.

Very good feedback is also seen for the overall package received (Q41) and the amount of responsibility given (Q44).

Weaker results are seen for the recognition given for good work (Q40), which records an average score, as do the opportunities to use one’s skills (Q45), with no significant changes noted since the 2019 survey.

Conversely, the extent to which NICE values employees’ work (Q46) sees a statistically significant decline of 3.7% compared to 2019.

### Career Framework and Opportunities for Career Development

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| How satisfied are you with each of the following areas of your job? | % Pos. | % Neg. | Mean | vs 2019 | Resp |
| Q47: The career framework for developing within my current role | 34% | 36% | 3.0 | -0.3 | 638 |
| Q48: The opportunities for career development and promotion at NICE | 35% | 35% | 3.0 | +2.4 | 637 |

As in previous surveys, the lowest scores in the “My Job” section are for career development, with just over one third of respondents satisfied with the career framework (Q47) and the opportunities for career development and promotion at NICE (Q48). The former is virtually unchanged and the latter showing a small improving trend since 2019.

### Q49: Do you believe that NICE provides equal opportunities for progression or promotion?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Equal Opportunities for Progression or Promotion** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I believe NICE provides equal opportunities | 44% | 282 | 67% | 365 |
| No, I don’t believe NICE provides equal opportunities | 24% | 151 | 6% | 35 |
| I don’t know if NICE provides equal opportunities | 32% | 207 | 27% | 147 |
| **Total response** | **-** | **640** | **-** | **547** |

However, views of equal opportunities for progression or promotion (Q49) have declined since 2019, with significantly higher levels of disagreement – 24% are negative compared with 6% in 2019.

## Your Team

### Communication and Commitment to Team Objectives

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | Resp |
| Q50: Communication is good within my team | 80% | 10% | 4.0 | +1.8 | 641 |
| Q51: I am committed to my team's objectives | 90% | 1% | 4.3 | -1.1 | 640 |
| Q52: The roles and responsibilities within my team are clear | 76% | 13% | 3.8 | - | 641 |

The results for communication being good within one’s team (Q50) are at very good levels and showing a small improving trend since 2019. The level of commitment to the team’s objectives (Q51) remains excellent with only a minority of neutral responses.

A new question added to the 2021 survey about roles and responsibilities within the teams (Q52) indicates a good level of clarity with 76% in agreement, although there is a significant proportion of neutral and negative responses.

## Management and Leadership

### Views of Managers’ Providing Support, Feedback and Encouragement

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | Resp |
| Q53: My manager encourages those who work for them to work as a team | 79% | 6% | 4.0 | +0.6 | 643 |
| Q54: My manager gives me clear feedback on my work | 78% | 9% | 4.0 | +1.9 | 643 |
| Q55: My manager asks for my opinion before making decisions that affect my work | 77% | 11% | 4.0 | +0.6 | 643 |
| Q56: My manager is supportive in a personal crisis | 86% | 3% | 4.3 | +1.4 | 641 |
| Q57: My manager makes sure I am clear about what my job is | 78% | 8% | 4.0 | +1.2 | 641 |
| Q58: My manager encourages staff to suggest new ideas for improving services | 79% | 7% | 4.1 | -0.1 | 641 |
| Q59: My manager holds me accountable for my performance | 88% | 2% | 4.2 | +1.3 | 639 |

Staff opinions of management remain very positive overall, with high agreement levels in all the areas surveyed.

The strongest results are seen for managers being supportive in a personal crisis (Q56), managers holding staff accountable for their performance (Q59) and encouraging them to suggest new ideas for improving services (Q58).

Views of managers encouraging their direct reports to work as a team (Q53), making sure they are clear what their job is (Q57), giving clear feedback and asking their opinion before making decisions that would affect them (Q55) are also very good.

Compared to the 2019 survey, most results in this section show a positive trend, albeit not deemed to be statistically significant.

## Appraisal: My Contribution

### Appraisal in last 12 months

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Question** | **% Yes** | **% No** | **N/A** | **Resp** |
| Q60: Have you had an appraisal in the last 12 months?  | 81% | 10% | 8% | 509 |

*Q60: not asked of staff with less than 1 years’ service, fixed term temp or bank staff.*

Most respondents agree they have had an appraisal in the last 12 months, with one tenth disagreeing and slightly fewer stating not applicable. This question did not include a “not applicable” option in 2019 and is therefore not directly comparable, but indicatively 85% of respondents said they had an appraisal in 2019.

### Q61: Was your appraisal useful in helping to improve how you do your job?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Usefulness of Appraisal** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, my appraisal was useful | 65% | 266 | 67% | 252 |
| No, my appraisal was not useful | 35% | 146 | 33% | 125 |
| **Total response** | **-** | **412** | **-** | **377** |

### Q62: Did you agree clear objectives for your work during your appraisal?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Agreement of Clear Objectives** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I agreed clear objectives  | 91% | 376 | 93% | 352 |
| No, I didn’t agree clear objectives | 9% | 36 | 7% | 25 |
| **Total response** | **-** | **412** | **-** | **377** |

### Q63: Did the appraisal leave you feeling your work is valued by NICE?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Made to Feel Work is Valued by NICE at Appraisal** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, the appraisal left me feeling my work is valued  | 70% | 287 | 78% | 292 |
| No, the appraisal didn’t leave me feeling my work is valued  | 30% | 122 | 22% | 83 |
| **Total response** | **-** | **409** | **-** | **375** |

*Q61-Q63: only asked of staff who answered ‘Yes’ at Q52*

### Q64: Did you agree a personal development plan (PDP) as part of your appraisal?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Agreed a PDP as part of appraisal** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I agreed a PDP | 92% | 377 | 91% | 343 |
| No, I didn’t agree a PDP | 8% | 34 | 9% | 34 |
| **Total response** | **-** | **411** | **-** | **377** |

*Q64: only asked of staff who answered ‘Yes’ at Q52*

Nearly two thirds of those who had an appraisal found it useful (Q61), but one third disagreed.

Just over nine in ten respondents said they had agreed clear objectives for their work (Q62) and a PDP as part of their appraisal (Q64), a similar proportion than in 2019. Fewer respondents agreed that the appraisal left them feeling their work is valued by NICE – 70% compared with 78% in 2019.

## Training, Learning and Development

### Training, Learning and Development

|  |  |  |  |
| --- | --- | --- | --- |
| **Question** | **% Yes** | **% No** | **Resp** |
| Q60: Have you had any training, learning or development in the last 12 months? (excluding mandatory training, but including webinars and virtual learning, conferences etc) | 67% | 33% | 641 |

All respondents were asked if they had any training, learning or development in the last 12 months – just over two thirds responded positively. This compares with 47% agreeing they had received the training identified in their PDP in the 2019 survey, with 14% disagreeing and 39% stating “not applicable”.

### Q66: NICE is committed to my learning, training, and development

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NICE Commitment to Learning, Training and Development** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, NICE is committed to my learning, training and development | 70% | 449 | 76% | 414 |
| No, NICE is not committed to my learning, training and development | 12% | 78 | 8% | 41 |
| Don’t know if NICE is committed to my learning, training and development | 17% | 111 | 16% | 90 |
| **Total response** | **-** | **638** | **-** | **545** |

Most respondents agree that NICE is committed to their learning, training, and development (Q66), 70% compared to 76% in 2019, with a slightly higher proportion of negative and “don’t know” responses.

### Proportion who Received Training to do Job Effectively

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q67: I have had the training I need to do my job effectively | 74% | 7% | 3.8 | -1.8 | 641 |

Most respondents agree that they have had the training, learning and development needed to do their job effectively (Q67), broadly in line with the 2019 response.

## Equal Opportunities and Dignity at Work

### Q68: In the past 12 months have you personally experienced or observed bullying and/or harassment or abuse at work?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Personally experienced or observed bullying and/or harassment or abuse at work** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, personally experienced | 5% | 32 | 6% | 35 |
| Yes, observed | 6% | 38 | 12% | 64 |
| Neither experienced nor observed | 90% | 579 | 84% | 464 |
| **Total response** | **-** | **643** | **-** | **550** |

All respondents were asked whether they had personally experienced or observed bullying and/or harassment at work (Q68). The results are slightly more positive than those recorded in 2019, with 90% saying they had not, compared to 84% previously.

Overall, 5% said they had personally experienced bullying and harassment, just under the 6% recorded in 2019, with half as many respondents saying they had observed such behaviours than in 2019. However, working from home during the pandemic could have had an impact on this change.

### Q69: Please indicate who was the source of the harassment and/or bullying or abuse at work

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of harassment and/or bullying or abuse at work** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Members of the public or visitors | 5% | 3 | 2% | 2 |
| Committee members etc. | 5% | 3 | 2% | 2 |
| Manager/team leader | 41% | 26 | 53% | 47 |
| Colleagues | 56% | 36 | 53% | 47 |
| Contractors | - | - | 1.1% | 1 |

When asked about the source of the harassment, bullying or abuse (Q69), the survey results show the most common source were colleagues (slightly up on 2019), followed by managers/team leaders (down to 41%, from 53% in 2019), along with members of the public or committee members.

### Q70: Do you know how to report an incident of bullying and/or harassment or abuse?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Awareness of Reporting an Incident of Bullying, Harassment and/or Abuse** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I know how to report an incident | 86% | 549 | 85% | 469 |
| No, I don’t know how to report an incident | 14% | 92 | 15% | 81 |
| **Total response** | **-** | **641** | **-** | **550** |

### Q71: Did you report this harassment and/or bullying or abuse?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Reporting of Incidents of Harassment, Bullying and/or Abuse** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I reported the incident | 32% | 20 | 34% | 30 |
| No, I didn’t report the incident | 68% | 42 | 65% | 57 |
| **Total response** | **-** | **62** | **-** | **87** |

*Q71: only asked of staff who personally experienced or observed bullying and/or harassment at work*

The survey found that most respondents know how to report an incident of bullying, harassment, or abuse (Q70). However, only 32% of respondents who said they had experienced or observed such behaviour (Q71) reported it, compared to 34% in 2019.

### Action Taken by NICE as a Result of Bullying, Harassment and/or Abuse

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **To what extent do you agree or disagree with the following?** | **% Pos.** | **% Neg.** | **Mean** | **vs 2019** | **Resp** |
| Q72: NICE takes effective action if staff are harassed and/or bullied or abused for any reason | 38% | 9% | 3.3 | -3.4 | 634 |

When asked whether NICE takes effective action if staff are harassed or bullied (Q72), far fewer respondents agreed – 37% compared to 44% in 2019.

### Q73: Have you personally experienced or observed discrimination at NICE in the last 12 months?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Experienced or Observed Discrimination at NICE in the last 12 months** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, personally experienced | 4% | 25 | 2% | 12 |
| Yes, observed | 3% | 21 | 2% | 13 |
| No, neither | 93% | 598 | 96% | 530 |
| **Total response** | **-** | **643** | **-** | **551** |

The final few closed questions in the survey asked whether respondents had personally experienced or observed discrimination at NICE in the last 12 months. Personal experience of discrimination is up from 2% in 2019 to 4% this time, and observed discrimination is up to 3%, compared to 2% in 2019.

### Q74: Please indicate who was the source of the discrimination

|  |  |  |
| --- | --- | --- |
| **Source of Discrimination** | **%** | **Resp** |
| Members of the public or visitors | 2% | 1 |
| Committee members etc | 2% | 1 |
| Manager/team leader | 64% | 28 |
| Colleagues | 50% | 22 |
| Contractors | n/a | n/a |

The survey found that managers / team leaders are the most likely source of discrimination, followed by colleagues. This question was not asked in 2019.

### Q75: Did you report the latest incident of discrimination?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Reporting of Discrimination** | **2021 %** | **2021 Resp** | **2019 %** | **2019 Resp** |
| Yes, I reported the latest incident of discrimination  | 20.9% | 9 | 40.0% | 8 |
| No, I didn’t report the latest incident of discrimination | 79.1% | 34 | 60.0% | 12 |
| **Total response** | **-** | **43** | **-** | **20** |

When it comes to reporting discrimination, the survey found that far fewer say they did so in 2021 – 21% compared to 40% in 2019.