

CQC People Survey 2021

Response rate: 73%

2211 responses out of 3017

CQC Overall

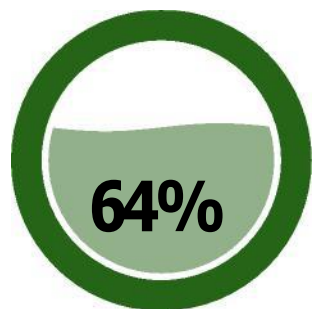
About this survey

This survey included questions on all aspects of working for CQC, the majority of which were last asked in our previous main survey in November 2019. The results from this survey will enable us to measure our progress since then and will supplement the feedback from recent theme-based pulse surveys that have been undertaken.

This survey was open to the whole organisation for three weeks, between 16 November and 7 December 2021.

This report provides a line-by-line breakdown of the results, how they compare to the previous annual survey in November 2019, and a summary of key themes from comments provided. Spend some time discussing these results in your teams and consider whether the outcomes resonate with you and/or if there are any surprises. It is also important to have regular 1:1 conversation to understand how your team members are feeling and how you work together to support their positive wellbeing.

Employee Engagement Index



This Index is calculated based on the average sentiment of questions 3-6. This includes a number of factors indicating how employees think and feel, how this impacts their behavior, and their desire to recommend or stay at CQC.

Change from People Survey 2019

-3%



Key Engagement Questions

% Positive

5. I would recommend CQC as a good place to work	57%
4. Working here inspires me to do the best work I can	64%
9. Overall, I am satisfied working at CQC	63%
3. I feel proud to work for CQC	71%
6. I would like to be working for CQC in 12 months' time	65%



In This Report

Key Sections

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

Comparisons - a look at the results across your teams

Comparisons

Where questions also appeared in the 2019 survey, they are shown alongside, with an indication of the change in sentiment. Significant changes are marked with a bold up or down arrow. Some questions have also been asked in pulse surveys conducted since the 2019 survey. It may be helpful to review this data alongside this report.

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.

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.

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 'Sentiment' figure. The positive scores are rounded to the nearest whole percentage point.

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. Comment theme graphs are only generated when a minimum of ten comments were provided per question/free text box.



At a Glance

Top 5 Questions	Sentiment
36. In my team, I can rely on support from my colleagues when I need it	92%
23. My line manager trusts me to do my job	89%
37. In my team, I feel that we all respect each other	89%
10. The values of CQC are relevant to my work	89%
35. My team works together to produce effective outcomes	87%

5 Most Improved Questions	Change
34. I feel that leaders in my part of the organisation are sufficiently visible (all three definitions)	+21%
31. Executive leaders in CQC (CEO and Executive Team) provide clear direction and leadership	+17%
18. I have the equipment/technology to carry out my role	+15%
48. I am encouraged to seek and participate in training in Quality Improvement tools and techniques	+13%
12. I believe the values and behaviours of Executive leaders are consistent with the values of CQC	+13%

Bottom 5 Questions	Sentiment
53. I believe that changes are effectively implemented in CQC	27%
77. I believe action will be taken on the results of this survey	33%
74. Compared with other people doing a similar role in other organisations I think I am rewarded fairly	35%
78. I am aware that activity as a result of Our People surveys has led to change	35%
51. I have the opportunity to contribute my views before decisions are made that affect me	40%

5 Least Improved Questions	Change
16. I have a clear understanding of my contribution to achieving the objectives of CQC	-7%
4. Working here inspires me to do the best work I can	-6%
17. I am clear about what I am expected to achieve in my role	-6%
3. I feel proud to work for CQC	-6%
8. I believe that CQC makes a positive difference to people's lives	-6%



Individual Wellbeing

1. Which description best matches how you have been feeling in the past week?

Me on a good day

37%

I'm not feeling myself

43%

Unwell

12%

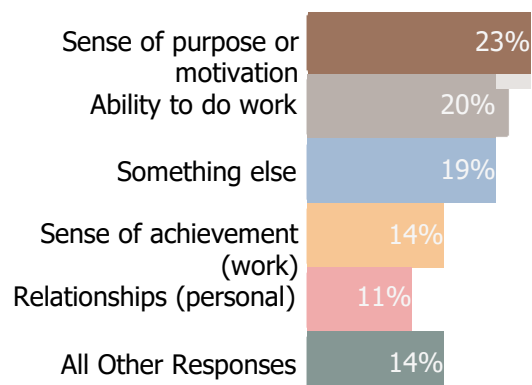
Ill

3%

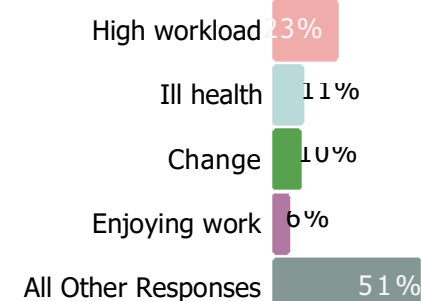
Prefer not to say

4%

2. What has been the greatest influence on how you are feeling?

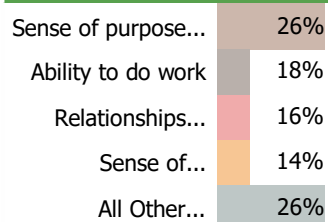


2a. Themes for "Please feel free to expand upon your response"

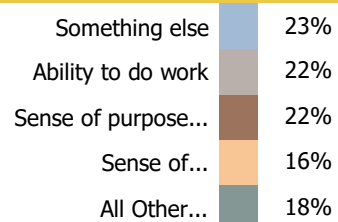


The following graphs show the answers to 'What has been the greatest influence..?' for responses to each of the descriptions of 'How have you been feeling..?'

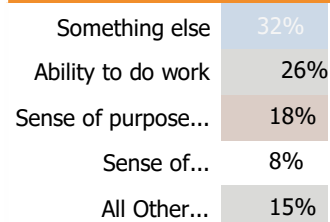
Me on a good day



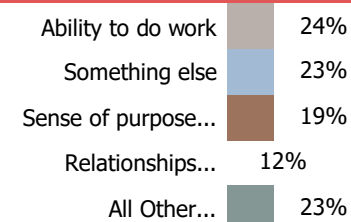
Not feeling myself



Unwell









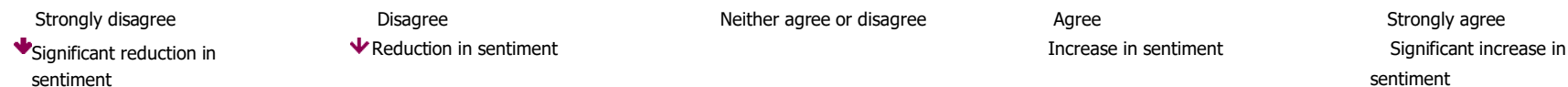
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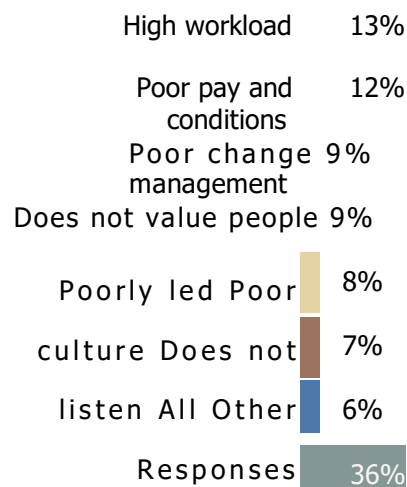
Overall Perceptions

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
3. I feel proud to work for CQC	2% 	3% 	71%	↓ -6%
4. Working here inspires me to do the best work I can	2% 	3% 	64%	↓ -6%
5. I would recommend CQC as a good place to work	5% 	6% 	57%	+1%

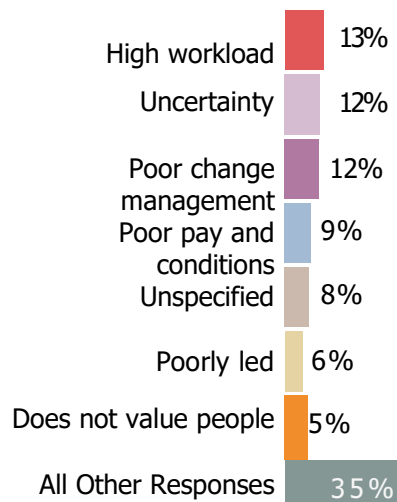


The following graphs show the themes to 'Please could you provide more detail' for negative, neutral and positive responses to 'I would recommend CQC as a good place to work'

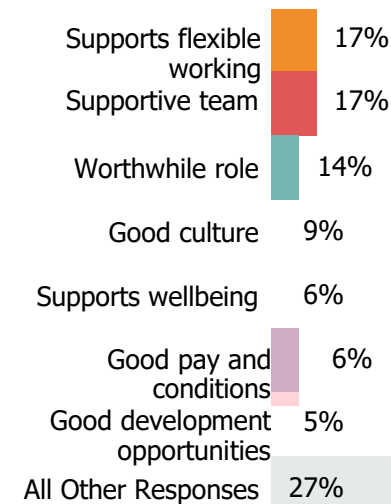
Negative



Neutral



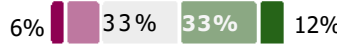







Positive






Overall Perceptions

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
6. I would like to be working for CQC in 12 months' time	5% 	5% 	65%	+1%
7. I feel positive about CQC's strategic direction		6% 	45%	
8. I believe that CQC makes a positive difference to people's lives	1% 	1% 	83%	↓ -6%
9. Overall, I am satisfied working at CQC	5% 	5% 	63%	+3%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment



Values and Behaviours

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
10. The values of CQC are relevant to my work	1% 51% 38%	1% 53% 36%	89%	+1%
11. I believe CQC employees display the values and behaviours	3% 53% 15%	2% 56% 14%	70%	+3%
12. I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	8% 34% 34% 8%	6% 42% 13%	55%	↑+13%
13. 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	6% 42% 17%	4% 45% 20%	65%	↑+7%
14. 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% 51% 20%	3% 49% 24%	73%	+2%
15. I believe internal policy and procedures are consistent with the values of CQC	7% 38% 7%	4% 40% 10%	50%	↑+5%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment



	People Survey 2019	CQC People Survey 2021	Sentiment	Change
16. I have a clear understanding of my contribution to achieving the objectives of CQC	1% 59% 22%	2% 54% 20%	74%	↓ -7%
17. I am clear about what I am expected to achieve in my role	2% 55% 25%	3% 52% 22%	74%	↓ -6%
18. I have the equipment/technology to carry out my role	7% 46% 12%	3% 54% 18%	72%	↑ +15%
19. I am able to make improvements happen in my area of work	4% 42% 13%	4% 47% 14%	61%	+6%
20. My role gives me a sense of personal accomplishment	4% 49% 21%	4% 47% 20%	67%	-2%
21. I believe that CQC values my work		8% 40% 14%	14%	
<div> <div>Strongly disagree</div> <div>Disagree</div> <div>Neither agree or disagree</div> <div>Agree</div> <div>Strongly agree</div> </div> <div> <div>Significant reduction in sentiment</div> <div>Reduction in sentiment</div> <div></div> <div>Increase in sentiment</div> <div>Significant increase in sentiment</div> </div>				



Leadership and Management

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
22. My line manager motivates me to do my role well	3% 40% 34%	3% 40% 39%	79%	+4%
23. My line manager trusts me to do my job	2% 39% 48%	2% 39% 50%	89%	+2%
24. My line manager supports me in carrying out my role	3% 40% 41%	2% 39% 45%	84%	+2%
25. My line manager is open to my ideas and suggestions	2% 41% 42%	2% 40% 46%	86%	+3%
26. My line manager keeps me informed sufficiently to undertake my role	3% 46% 34%	2% 44% 40%	84%	↑+5%
27. My line manager gives praise and recognition for my contribution	3% 40% 38%	2% 41% 41%	82%	+4%
28. I have regular 1:1 performance and development discussions with my line manager	3% 46% 37%	2% 45% 39%	84%	+2%

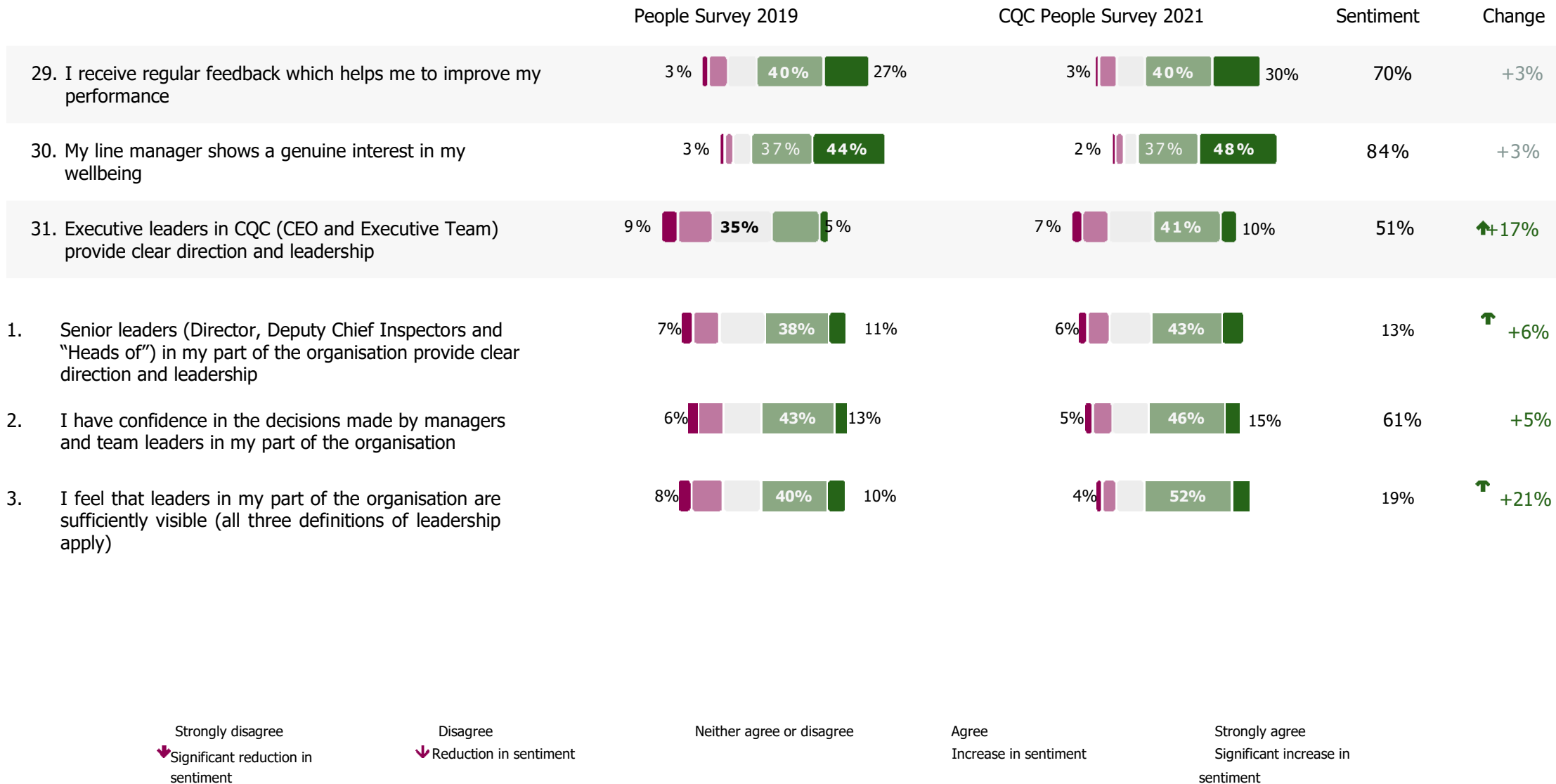
Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment





Teamwork

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
35. My team works together to produce effective outcomes	1% 49% 36%	1% 49% 38%	87%	+2%
36. In my team, I can rely on support from my colleagues when I need it	1% 41% 48%	1% 40% 52%	92%	+2%
37. In my team, I feel that we all respect each other	2% 41% 44%	1% 39% 50%	89%	+3%
38. My team meetings are useful and effective	3% 47% 26%	3% 48% 31%	79%	↑+5%
39. My team collaborates effectively with other teams across my directorate	3% 47% 22%	2% 49% 26%	75%	↑+5%
40. My team collaborates effectively with teams from other directorates with whom we interact	4% 44% 18%	2% 46% 24%	70%	↑+8%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment











Neither agree or disagree


Agree
 Increase in sentiment


Strongly agree
 Significant increase in sentiment




Learning and Development


	People Survey 2019	CQC People Survey 2021	Sentiment	Change
41. I feel fully involved in my performance and development reviews	4% 	3% 	72%	+2%
42. I believe there are opportunities for development and growth within the organisation	12% 	10% 	50%	↑+5%
43. I am able to access the right learning and development opportunities when I need to	10% 	6% 	54%	↑+12%
44. My line manager is supportive of me finding time in my role to pursue learning and development needs	3% 	3% 	76%	↑+8%
45. I have had the opportunity to transfer the learning and development I have undertaken to the workplace	6% 	4% 	60%	↑+7%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment



Quality Improvement

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
46. I actively seek the opportunity to engage in Quality Improvement projects	3% 33% 37% 13%	4% 34% 36% 11%	48%	-2%
47. Senior Leadership are supportive and encouraging of the drive for continuous improvement in CQC	5% 43% 10%	4% 50% 11%	61%	↑ +7%
48. I am encouraged to seek out and participate in training in Quality Improvement tools and techniques	5% 35% 35% 5%	3% 31% 45% 11%	56%	↑ +13%



Communication

49. It is easy for me to find information I need to carry out my role	11% 32% 5%	9% 38% 6%	45%	↑ +7%
50. I feel I am kept informed about matters affecting me in a timely manner	10% 38% 5%	6% 47% 9%	56%	↑ +12%
51. I have the opportunity to contribute my views before decisions are made that affect me	19% 5%	11% 33% 7%	40%	↑ +9%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment



	People Survey 2019	CQC People Survey 2021	Sentiment	Change
52.I understand why CQC is changing for the future	4% 54% 13%	3% 55% 17%	72%	+5%
53.I believe that changes are effectively implemented in CQC	20% 33% 3%	15% 31% 5%	27%	↑ +6%
54.I feel informed about the changes that are happening as part of our transformation programme	11% 36% 5%	7% 46% 8%	54%	↑ +12%
55.We have regular conversations with my manager and team about the major changes happening in CQC	4% 52% 11%	3% 58% 17%	74%	↑ +11%
Service Focus				
56.I believe that my work helps to improve care for people who use services	1% 55% 33%	2% 55% 28%	30%	-3%
57.My team has a culture of ensuring effective service delivery to other teams across CQC	2% 51% 26%	1% 51% 28%	79%	+2%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment

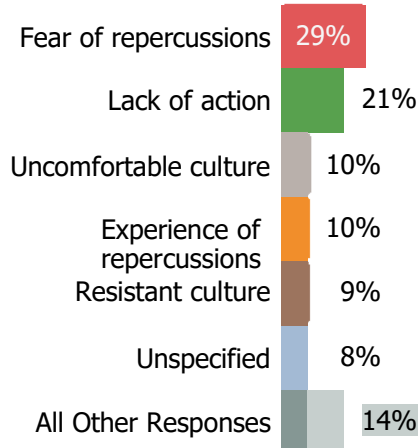


Inclusion and Wellbeing

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
58.I believe that CQC promotes equality, diversity and human rights in all our work	3% 54% 18%	3% 54% 22%	76%	+3%
59.I believe that CQC provides equal opportunities for career progression or promotion	9% 37% 11%	8% 36% 13%	49%	+1%
60.I work in an inclusive working environment, where individual differences are valued	4% 54% 20%	3% 54% 21%	76%	+2%
61. I think it is safe to challenge the way things are done in CQC	10% 37% 10%	9% 38% 11%	49%	+2%

The following graphs show the themes to 'Please expand on what enables or prevents you from feeling safe' for negative, neutral and positive responses to 'I think it is safe to challenge the way things are done in CQC'

Negative



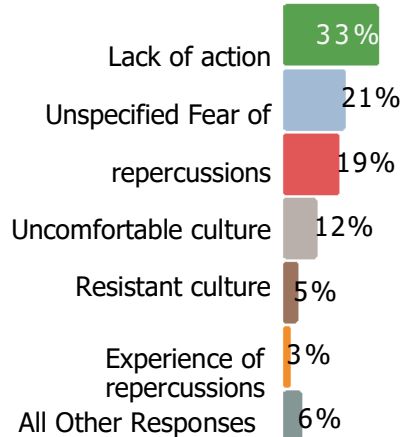
Strongly disagree

Significant reduction in sentiment

Disagree

Reduction in sentiment

Neutral

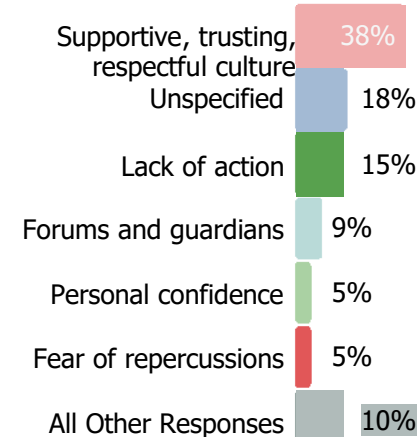


Neither agree or disagree

Agree

Increase in sentiment

Positive










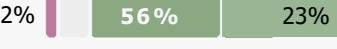



Strongly agree


Significant increase in sentiment



Inclusion and Wellbeing

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
62. I believe CQC supports the health and wellbeing of staff	10% 	6% 	66%	↑+12%
63. I have a manageable workload	11% 	11% 	52%	+3%
64. I achieve a good work-life balance	8% 	5% 	62%	↑+7%
65. I am treated fairly at work	4% 	3% 	76%	+4%
66. I am treated with respect by the people I work with across CQC	2% 	2% 	79%	+1%


















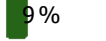


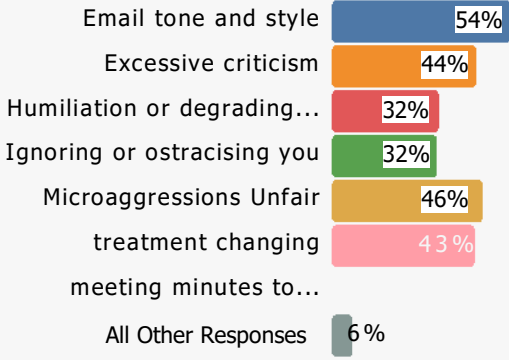
Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

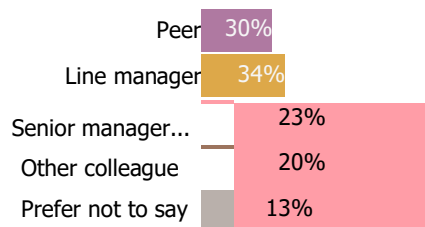
Strongly agree
 Significant increase in sentiment

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
67. I feel that CQC is committed to an environment which is free from bullying, harassment or abuse	7% 	4% 	73%	↑+12%
68. I know how to report bullying, harassment or abuse at work	Yes  No 8%  Prefer not to say 3% 	Yes  No 8%  Prefer not to say 2% 	90%	+1%
69. In the last 12 months, I have witnessed bullying, harassment or abuse from other CQC colleagues	Yes  No  Prefer not to say 7% 	Yes  No  Prefer not to say 5% 	16%	↓-5%
70. In the last 12 months, I have experienced bullying, harassment or abuse from other CQC colleagues	Yes  No  Prefer not to say 7% 	Yes  No  Prefer not to say 5% 	9%	-3%
a) What form did this take? 202 Responses				

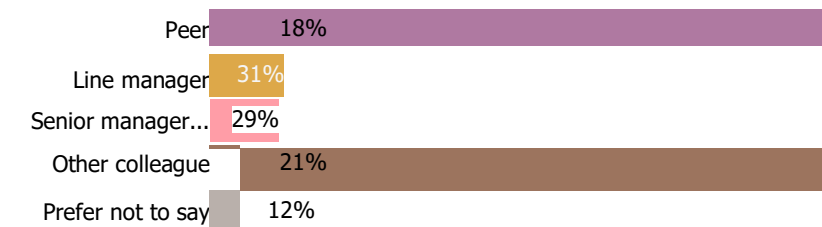
b) From which colleague did you receive this behaviour?

202 Responses (308 previously)

People Survey 2019



CQC People Survey 2021

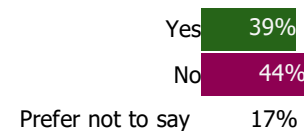


Sentiment

Change

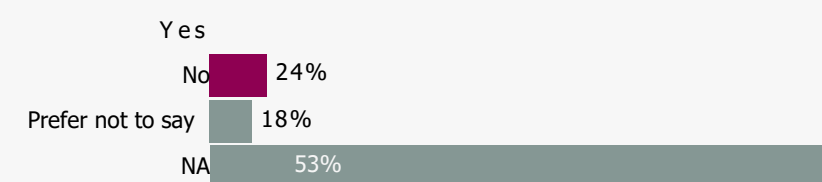
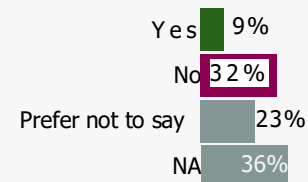
c) Have you reported the bullying, harassment or abuse?

202 Responses (307 previously)

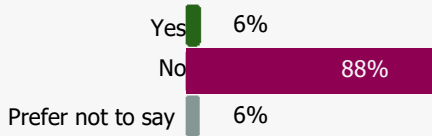
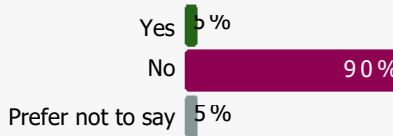
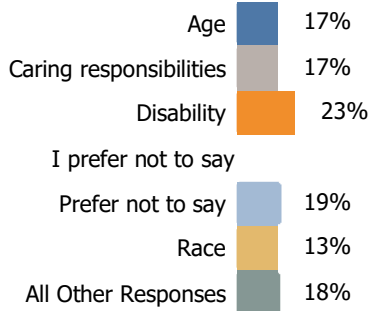
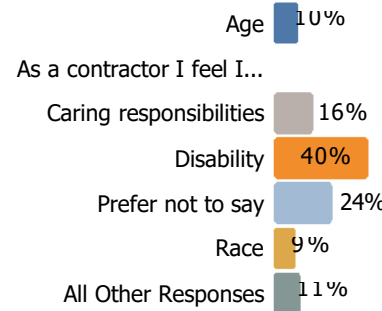
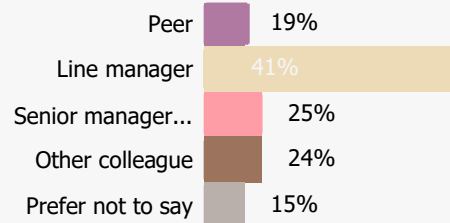
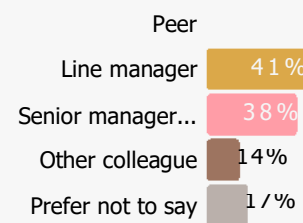
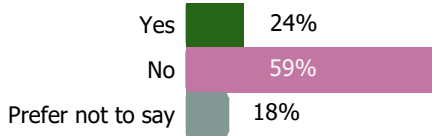
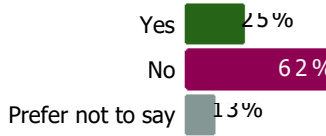
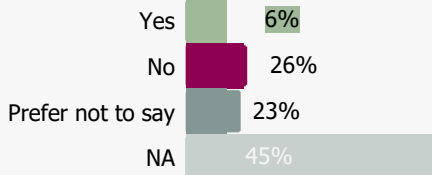
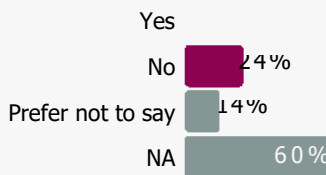


a) Were you satisfied with how the bullying, harassment or abuse was dealt with?

94 Responses (197 previously)









	People Survey 2019	CQC People Survey 2021	Sentiment	Change
71. In the last 12 months, I have witnessed bullying, harassment or abuse at work from people other than CQC colleagues (e.g. members of the public and service users)		Yes 12% No 83% Prefer not to say 2% N A 3%	12%	
72. In the last 12 months, I have experienced harassment, bullying or abuse at work from people other than CQC colleagues (e.g. members of the public and service users)	Yes 11% No 86% Prefer not to say 3%	Yes 9% No 89% Prefer not to say 2%	9%	-2%
a) Have you reported the bullying, harassment or abuse? 195 Responses (275 previously)	Yes 56% No 31% Prefer not to say 13%	Yes 59% No 34% Prefer not to say 7%		
b) Were you satisfied with how the bullying, harassment or abuse was dealt with? 129 Responses (193 previously)	Yes 32% No 22% Prefer not to say 17% N A 30%	Yes 36% No 18% Prefer not to say 12% N A 34%		

	People Survey 2019	CQC People Survey 2021	Sentiment	Change
73. In the last 12 months, I have personally experienced discrimination at work from any of the following: my manager/ team leader or other colleagues	 <p>Yes 6%</p> <p>No 88%</p> <p>Prefer not to say 6%</p>	 <p>Yes 5%</p> <p>No 90%</p> <p>Prefer not to say 5%</p>	5%	-1%
a) On which of the following grounds do you feel the discrimination was based? 111 Responses (145 previously)	 <p>Age 17%</p> <p>Caring responsibilities 17%</p> <p>Disability 23%</p> <p>I prefer not to say 19%</p> <p>Race 13%</p> <p>All Other Responses 18%</p>	 <p>Age 10%</p> <p>As a contractor I feel I... 16%</p> <p>Caring responsibilities 16%</p> <p>Disability 40%</p> <p>Prefer not to say 24%</p> <p>Race 9%</p> <p>All Other Responses 11%</p>		
b) From which colleague did you receive this behaviour? 111 Responses (151 previously)	 <p>Peer 19%</p> <p>Line manager 41%</p> <p>Senior manager... 25%</p> <p>Other colleague 24%</p> <p>Prefer not to say 15%</p>	 <p>Peer 41%</p> <p>Line manager 41%</p> <p>Senior manager... 38%</p> <p>Other colleague 14%</p> <p>Prefer not to say 17%</p>		
c) Have you reported the discrimination? 111 Responses (157)	 <p>Yes 24%</p> <p>No 59%</p> <p>Prefer not to say 18%</p>	 <p>Yes 25%</p> <p>No 62%</p> <p>Prefer not to say 13%</p>		
d) Were you satisfied with how the discrimination was dealt with? 44 Responses (86 previously)	 <p>Yes 6%</p> <p>No 26%</p> <p>Prefer not to say 23%</p> <p>NA 45%</p>	 <p>Yes 24%</p> <p>No 24%</p> <p>Prefer not to say 14%</p> <p>NA 60%</p>		

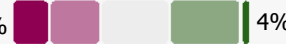

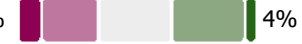
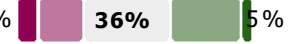



Reward and Recognition


	People Survey 2019	CQC People Survey 2021	Sentiment	Change
74. Compared with other people doing a similar role in other organisations, I think I am rewarded fairly	18% 	19% 	35%	+1%
75. I am satisfied with my overall reward package (e.g. benefits, pension, annual leave, etc.)	14% 	14% 	45%	+2%
76. I feel recognised for my contribution at CQC	11% 	10% 	42%	+1%




Survey Actions


77. I believe action will be taken on the results of this survey	15% 	15% 	33%	-1%
78. I am aware that activity as a result of Our People surveys has led to change	10% 	9% 	35%	0%

Strongly disagree
 Significant reduction in sentiment

Disagree
 Reduction in sentiment

Neither agree or disagree

Agree
 Increase in sentiment

Strongly agree
 Significant increase in sentiment



Making CQC a great place to work

