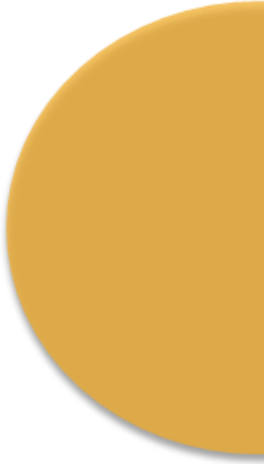




NHS Trust Development Authority

Staff Survey 2015
Survey Results Manual



Survey results

This report sets out the results from the 2015 Staff Survey, ordered in exactly the same way as the survey questionnaire sent to staff.

Reading the columns of figures

The results are shown firstly in absolute numbers (#) then as percentage responses (%).

Conventions

The percentages are calculated after excluding those staff that did not answer that particular question. All percentages are rounded to the nearest whole number. When added together, the percentages for all answers to a particular question may not total 100% because of this rounding.

The 'Missing' figures show the number of staff who did not reply to that particular question. In some cases, the 'Missing' figure is quite high because it includes staff who did not answer that question or group of questions because it was not applicable to their circumstances (e.g. Q3b).

On some questions there are also some figures/responses which are italicised and marked with an asterisk. These figures have been recalculated to exclude responses where the question was not applicable to the respondent's circumstances, or they felt unable to give a definite answer. For example, on questions such as Q1a about whether the respondent has had health and safety training in the last 12 months, those not answering (Missing) and those saying "Not applicable to me" are excluded from the percentage calculated for the asterisked responses.

Changes made to the data

There are a number of questions which are 'routed' (i.e. where staff are directed to a subsequent question depending on their answer to the lead question). Sometimes there are conflicts in the answers that staff give to these questions and the data is corrected to account for this. For example, if response 2 in question 3a is ticked and the respondent goes on to answer questions 3b-3f, then any data entered for these questions will be deleted as the respondent should not have answered them.

YOUR PERSONAL DEVELOPMENT

1. Have you had any training, learning or development (paid for or provided by your organisation) in the following areas?

1a. Health and safety training	TDA	
	#	%
* Yes, in the last 12 months	171	77%
* Yes, more than 12 months ago	23	10%
* No	28	13%
Not applicable to me	4	2%
Missing	1	

1b. Equality and diversity training	TDA	
	#	%
* Yes, in the last 12 months	167	76%
* Yes, more than 12 months ago	25	11%
* No	28	13%
Not applicable to me	5	2%
Missing	2	

1c. Any other job-relevant training, learning or development	TDA	
	#	%
* Yes, in the last 12 months	178	80%
* Yes, more than 12 months ago	7	3%
* No	37	17%
Not applicable to me	3	1%
Missing	2	

2a. My training, learning and development has helped me do my job more effectively.	TDA	
	#	%
Strongly disagree	16	7%
Disagree	20	9%
Neither agree nor disagree	79	35%
Agree	92	41%
Strongly agree	19	8%
Missing	1	

2b. My training, learning and development has helped me stay up-to-date with professional requirements.	TDA	
	#	%
Strongly disagree	17	8%
Disagree	23	10%
Neither agree nor disagree	64	29%
Agree	93	42%
Strongly agree	26	12%
Missing	4	

3a. In the last 12 months, have you had an appraisal, annual review, development review?	TDA	
	#	%
* Yes	170	76%
* No	53	24%
Can't remember	3	1%
Missing	1	

YOUR PERSONAL DEVELOPMENT (continued)

3b. Did it help you to improve how you do your job?	TDA	
	#	%
Yes	116	71%
No	47	29%
Missing	64	

3c. Did it help you agree clear objectives for your work?	TDA	
	#	%
Yes	139	85%
No	24	15%
Missing	64	

3d. Did it leave you feeling that your work is valued by your organisation?	TDA	
	#	%
Yes	135	83%
No	27	17%
Missing	65	

3e. Were any training, learning or development needs identified?	TDA	
	#	%
Yes	132	81%
No	31	19%
Missing	64	

3f. Did your manager support you to receive this training, learning or development?	TDA	
	#	%
Yes	122	93%
No	9	7%
Missing	96	

YOUR JOB

4a. Do you work in a team?	TDA	
	#	%
Yes	217	96%
No	9	4%
Missing	1	

4b. Team members have a set of shared objectives.	TDA	
	#	%
Strongly disagree	10	5%
Disagree	28	13%
Neither agree nor disagree	33	16%
Agree	109	52%
Strongly agree	30	14%
Missing	17	

4c. Team members often meet to discuss the team's effectiveness.	TDA	
	#	%
Strongly disagree	11	5%
Disagree	26	12%
Neither agree nor disagree	19	9%
Agree	111	53%
Strongly agree	42	20%
Missing	18	

4d. Team members have to communicate closely with each other to achieve the team's objectives.	TDA	
	#	%
Strongly disagree	11	5%
Disagree	8	4%
Neither agree nor disagree	18	9%
Agree	108	51%
Strongly agree	65	31%
Missing	17	

5a. I look forward to going to work.	TDA	
	#	%
Never	1	0%
Rarely	21	10%
Sometimes	48	22%
Often	115	52%
Always	36	16%
Missing	6	

5b. I am enthusiastic about my job.	TDA	
	#	%
Never	1	0%
Rarely	10	5%
Sometimes	53	24%
Often	93	42%
Always	64	29%
Missing	6	

YOUR JOB (continued)

5c. Time passes quickly when I am working.	TDA	
	#	%
Never	2	1%
Rarely	9	4%
Sometimes	35	16%
Often	83	38%
Always	92	42%
Missing	6	

6a. I have clear, planned goals and objectives for my job.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	33	15%
Neither agree nor disagree	35	16%
Agree	105	47%
Strongly agree	44	20%
Missing	4	

6b. I always know what my work responsibilities are.	TDA	
	#	%
Strongly disagree	5	2%
Disagree	26	12%
Neither agree nor disagree	35	16%
Agree	105	47%
Strongly agree	52	23%
Missing	4	

6c. I am trusted to do my job.	TDA	
	#	%
Strongly disagree	5	2%
Disagree	14	6%
Neither agree nor disagree	26	12%
Agree	84	38%
Strongly agree	94	42%
Missing	4	

6d. I am able to do my job to a standard I am personally pleased with.	TDA	
	#	%
Strongly disagree	2	1%
Disagree	31	14%
Neither agree nor disagree	29	13%
Agree	93	42%
Strongly agree	67	30%
Missing	5	

YOUR JOB (continued)

7a. There are frequent opportunities for me to show initiative in my role.	TDA	
	#	%
Strongly disagree	5	2%
Disagree	31	14%
Neither agree nor disagree	39	17%
Agree	91	40%
Strongly agree	60	27%
Missing	1	

7b. I am able to make suggestions to improve the work of my team / department.	TDA	
	#	%
Strongly disagree	7	3%
Disagree	20	9%
Neither agree nor disagree	29	13%
Agree	104	46%
Strongly agree	66	29%
Missing	1	

7c. I am involved in deciding on changes introduced that affect my work area / team / department.	TDA	
	#	%
Strongly disagree	19	8%
Disagree	30	13%
Neither agree nor disagree	34	15%
Agree	85	38%
Strongly agree	57	25%
Missing	2	

7d. I am able to make improvements happen in my area of work.	TDA	
	#	%
Strongly disagree	7	3%
Disagree	31	14%
Neither agree nor disagree	37	16%
Agree	92	41%
Strongly agree	58	26%
Missing	2	

7e. I am unable to meet all the conflicting demands on my time at work.	TDA	
	#	%
Strongly disagree	11	5%
Disagree	88	39%
Neither agree nor disagree	50	22%
Agree	62	28%
Strongly agree	14	6%
Missing	2	

YOUR JOB (continued)

7f. I have adequate materials, supplies and equipment to do my work.	TDA	
	#	%
Strongly disagree	3	1%
Disagree	23	10%
Neither agree nor disagree	33	15%
Agree	126	56%
Strongly agree	40	18%
Missing	2	

7g. There are enough staff at this organisation for me to do my job properly.	TDA	
	#	%
Strongly disagree	8	4%
Disagree	24	11%
Neither agree nor disagree	45	20%
Agree	124	55%
Strongly agree	24	11%
Missing	2	

8a. How satisfied are you with the recognition you get for good work?	TDA	
	#	%
Very dissatisfied	5	2%
Dissatisfied	19	8%
Neither satisfied nor dissatisfied	42	19%
Satisfied	104	46%
Very satisfied	56	25%
Missing	1	

8b. How satisfied are you with the support you get from your immediate manager?	TDA	
	#	%
Very dissatisfied	6	3%
Dissatisfied	15	7%
Neither satisfied nor dissatisfied	25	11%
Satisfied	99	44%
Very satisfied	82	36%
Missing	0	

8c. How satisfied are you with the freedom you have to choose your own method of working?	TDA	
	#	%
Very dissatisfied	4	2%
Dissatisfied	21	9%
Neither satisfied nor dissatisfied	22	10%
Satisfied	108	48%
Very satisfied	72	32%
Missing	0	

YOUR JOB (continued)

8d. How satisfied are you with the support you get from your work colleagues?	TDA	
	#	%
Very dissatisfied	2	1%
Dissatisfied	12	5%
Neither satisfied nor dissatisfied	26	12%
Satisfied	124	55%
Very satisfied	62	27%
Missing	1	

8e. How satisfied are you with the amount of responsibility you are given?	TDA	
	#	%
Very dissatisfied	12	5%
Dissatisfied	33	15%
Neither satisfied nor dissatisfied	41	18%
Satisfied	90	40%
Very satisfied	50	22%
Missing	1	

8f. How satisfied are you with the opportunities you have to use your skills?	TDA	
	#	%
Very dissatisfied	11	5%
Dissatisfied	42	19%
Neither satisfied nor dissatisfied	47	21%
Satisfied	83	37%
Very satisfied	43	19%
Missing	1	

8g. How satisfied are you with the extent to which the organisation values your work?	TDA	
	#	%
Very dissatisfied	9	4%
Dissatisfied	27	12%
Neither satisfied nor dissatisfied	53	23%
Satisfied	88	39%
Very satisfied	49	22%
Missing	1	

8h. How satisfied are you with your level of pay?	TDA	
	#	%
Very dissatisfied	3	1%
Dissatisfied	25	11%
Neither satisfied nor dissatisfied	49	22%
Satisfied	114	50%
Very satisfied	36	16%
Missing	0	

YOUR JOB (continued)

9a. I am satisfied with the quality of care I give to patients / service users.	TDA	
	#	%
Strongly disagree	9	5%
Disagree	15	8%
Neither agree nor disagree	96	48%
Agree	57	29%
Strongly agree	21	11%
Missing	29	

9b. I feel that my role makes a difference to patients / service users.	TDA	
	#	%
Strongly disagree	15	7%
Disagree	13	6%
Neither agree nor disagree	66	32%
Agree	84	41%
Strongly agree	27	13%
Missing	22	

9c. I am able to deliver the patient care I aspire to.	TDA	
	#	%
Strongly disagree	11	6%
Disagree	16	8%
Neither agree nor disagree	126	65%
Agree	26	13%
Strongly agree	15	8%
Missing	33	

YOUR MANAGERS

10a. My immediate manager encourages those who work for her / him to work as a team.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	6	3%
Neither agree nor disagree	31	14%
Agree	116	51%
Strongly agree	68	30%
Missing	0	

10b. My immediate manager can be counted on to help me with a difficult task at work.	TDA	
	#	%
Strongly disagree	5	2%
Disagree	7	3%
Neither agree nor disagree	17	8%
Agree	107	48%
Strongly agree	89	40%
Missing	2	

10c. My immediate manager gives me clear feedback on my work.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	25	11%
Neither agree nor disagree	38	17%
Agree	82	36%
Strongly agree	75	33%
Missing	1	

10d. My immediate manager asks for my opinion before making decisions that affect my work.	TDA	
	#	%
Strongly disagree	7	3%
Disagree	19	8%
Neither agree nor disagree	40	18%
Agree	98	43%
Yes, more than 12 months ago	62	27%
Missing	1	

10e. My immediate manager is supportive in a personal crisis.	TDA	
	#	%
Strongly disagree	2	1%
Disagree	2	1%
Neither agree nor disagree	29	13%
Agree	82	36%
Strongly agree	111	49%
Missing	1	

YOUR MANAGERS (continued)

11a. I know who the senior managers are here.	TDA	
	#	%
Strongly disagree	0	0%
Disagree	2	1%
Neither agree nor disagree	9	4%
Agree	78	34%
Strongly agree	138	61%
Missing	0	

11b. Communication between senior management and staff is effective.	TDA	
	#	%
Strongly disagree	12	5%
Disagree	40	18%
Neither agree nor disagree	53	23%
Agree	94	41%
Strongly agree	28	12%
Missing	0	

11c. Senior managers here try to involve staff in important decisions.	TDA	
	#	%
Strongly disagree	20	9%
Disagree	41	18%
Neither agree nor disagree	67	30%
Agree	66	29%
Strongly agree	32	14%
Missing	1	

11d. Senior managers act on staff feedback.	TDA	
	#	%
Strongly disagree	16	7%
Disagree	25	11%
Neither agree nor disagree	97	43%
Agree	58	26%
Yes, more than 12 months ago	31	14%
Missing	0	

11e. Senior managers are committed to patient care.	TDA	
	#	%
Strongly disagree	2	1%
Disagree	4	2%
Neither agree nor disagree	36	16%
Agree	98	44%
Strongly agree	81	37%
Missing	6	

YOUR ORGANISATION

12a. I would recommend my organisation as a place to work.	TDA	
	#	%
Strongly disagree	2	1%
Disagree	23	10%
Neither agree nor disagree	45	20%
Agree	92	41%
Strongly agree	63	28%
Missing	2	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK

13a. In general, my job is good for my health.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	35	15%
Neither agree nor disagree	63	28%
Agree	93	41%
Strongly agree	30	13%
Missing	0	

13b. My immediate manager takes a positive interest in my health and well-being.	TDA	
	#	%
Strongly disagree	3	1%
Disagree	12	5%
Neither agree nor disagree	38	17%
Agree	114	50%
Strongly agree	59	26%
Missing	1	

13c. My organisation takes positive action on health and well-being.	TDA	
	#	%
Strongly disagree	7	3%
Disagree	36	16%
Neither agree nor disagree	73	32%
Agree	80	36%
Strongly agree	29	13%
Missing	2	

14a. In the last three months have you ever come to work despite not feeling well enough to perform your duties?	TDA	
	#	%
Yes	110	49%
No	114	51%
Missing	3	

14b. Have you felt pressure from your manager to come to work?	TDA	
	#	%
Yes	16	15%
No	90	85%
Missing	121	

14c. Have you felt pressure from colleagues to come to work?	TDA	
	#	%
Yes	21	20%
No	85	80%
Missing	121	

14d. Have you put yourself under pressure to come to work?	TDA	
	#	%
Yes	98	91%
No	10	9%
Missing	119	

15. During the last 12 months have you felt unwell as a result of work related stress?		TDA	
		#	%
Yes		48	21%
No		176	79%
Missing		3	

16a. If you were concerned about fraud, malpractice or wrongdoing, would you know how to report it?		TDA	
		#	%
* Yes		184	91%
* No		18	9%
Don't know		21	9%
Missing		4	

16b. I would feel secure raising concerns about fraud, malpractice or wrongdoing.		TDA	
		#	%
Strongly disagree		3	3%
Disagree		4	4%
Neither agree nor disagree		15	14%
Agree		88	80%
Strongly agree		65	37%
Missing		52	

16c. I am confident that my organisation would address my concern.		TDA	
		#	%
Strongly disagree		4	3%
Disagree		4	3%
Neither agree nor disagree		26	21%
Agree		88	72%
Strongly agree		53	30%
Missing		52	

17a. In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers / team leader or other colleagues?		TDA	
		#	%
Never		186	83%
1-2		25	11%
3-5		9	4%
6-10		2	1%
More than 10		3	1%
Missing		2	

17b. The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?		TDA	
		#	%
* Yes, I reported it		13	29%
* Yes, a colleague reported it		2	4%
* No		20	44%
Don't know		5	11%
* Yes, both myself and a colleague reported it		5	11%
Not applicable		177	80%
Missing		5	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

18. Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	TDA	
	#	%
* Yes	149	93%
* No	11	7%
Don't know	66	29%
Missing	1	

19a. In the last 12 months have you personally experienced discrimination at work from your manager / team leader or other colleagues?	TDA	
	#	%
Yes	5	2%
No	222	98%
Missing	0	

19b. On what grounds have you experienced discrimination?	TDA	
	#	%
Ethnic Background	1	20%
Missing	4	
Gender	0	0%
Missing	5	
Religion	0	0%
Missing	5	
Sexual orientation	0	0%
Missing	5	
Disability	1	20%
Missing	4	
Age	0	0%
Missing	5	
Other	4	80%
Missing	1	

BACKGROUND INFORMATION

20a. Gender:	TDA	
	#	%
Male	83	38%
Female	138	62%
Missing	6	

20b. Age:	TDA	
	#	%
16 - 20	0	0%
21 - 30	35	16%
31 - 40	61	27%
41 - 50	71	32%
51 - 65	55	25%
Missing	5	

21a. How many hours a week are you contracted to work?	TDA	
	#	%
Up to 29 hours	6	3%
30 or more hours	218	97%
Missing	3	

21b. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?	TDA	
	#	%
0 hours	205	94%
Up to 5 hours	7	3%
6 - 10 hours	3	1%
11 or more hours	4	2%
Missing	8	

21c. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?	TDA	
	#	%
0 hours	32	14%
Up to 5 hours	90	40%
6 - 10 hours	60	27%
11 or more hours	43	19%
Missing	2	

BACKGROUND INFORMATION (continued)

22. What is your ethnic background?	TDA	
	#	%
British	188	84%
Irish	3	1%
Any other White background	5	2%
White and Black Caribbean	0	0%
White and Black African	2	1%
White and Asian	1	0%
Any other mixed background	0	0%
Indian	6	3%
Pakistani	2	1%
Bangladeshi	4	2%
Any other Asian background	2	1%
Caribbean	6	3%
African	4	2%
Any other Black background	1	0%
Chinese	0	0%
Any other ethnic background	1	0%
Missing	2	

23. Which of the following best describes how you think of yourself?	TDA	
	#	%
Heterosexual (straight)	191	84%
Gay Man	9	4%
Gay Woman (lesbian)	2	1%
Bisexual	2	1%
Other	1	0%
I would prefer not to say	22	10%
Missing	0	

24. What is your religion?	TDA	
	#	%
No religion	85	37%
Christian	105	46%
Buddhist	3	1%
Hindu	3	1%
Jewish	0	0%
Muslim	9	4%
Sikh	4	2%
Any other religion	3	1%
I would prefer not to say	15	7%
Missing	0	

25a. Do you have a long-standing illness, health problem or disability?	TDA	
	#	%
Yes	36	16%
No	189	84%
Missing	2	

BACKGROUND INFORMATION (continued)

25b. Has your employer made adequate adjustment(s) to enable you to carry out your work?	TDA	
	#	%
* Yes	16	84%
* No	3	16%
No adjustment required	18	49%
Missing	190	

26. What directorate do you work in?	TDA	
	#	%
Clinical	57	26%
Delivery and Development	64	29%
Finance and Information	63	29%
Strategy	36	16%
Missing	7	

OCCUPATIONAL HEALTH

27a. I have a comfortable work space.	TDA	
	#	%
Strongly disagree	9	4%
Disagree	28	12%
Neither agree nor disagree	33	15%
Agree	111	49%
Strongly agree	46	20%
Missing	0	

27b. I have a clean work space.	TDA	
	#	%
Strongly disagree	5	2%
Disagree	23	10%
Neither agree nor disagree	34	15%
Agree	119	52%
Strongly agree	46	20%
Missing	0	

27c. I have the right equipment to do my job.	TDA	
	#	%
Strongly disagree	2	1%
Disagree	22	10%
Neither agree nor disagree	20	9%
Agree	127	56%
Strongly agree	56	25%
Missing	0	

27d. It is too noisy in my work area.	TDA	
	#	%
Strongly disagree	20	9%
Disagree	77	34%
Neither agree nor disagree	63	28%
Agree	49	22%
Strongly agree	18	8%
Missing	0	

27e. I feel safe and secure in my working environment.	TDA	
	#	%
Strongly disagree	1	0%
Disagree	1	0%
Neither agree nor disagree	21	9%
Agree	129	57%
Strongly agree	73	32%
Missing	2	

OCCUPATIONAL HEALTH (continued)

27f. Food and catering facilities for staff are poor.	TDA	
	#	%
Strongly disagree	17	8%
Disagree	50	22%
Neither agree nor disagree	69	31%
Agree	49	22%
Strongly agree	40	18%
Missing	2	

27g. I have a place I can go for rest and recreation at work.	TDA	
	#	%
Strongly disagree	49	22%
Disagree	39	17%
Neither agree nor disagree	34	15%
Agree	80	35%
Strongly agree	24	11%
Missing	1	

HEALTH AND SAFETY

28a. There is a clear and effective system of reporting health and safety issues across this organisation.	TDA	
	#	%
Strongly disagree	8	4%
Disagree	29	13%
Neither agree nor disagree	71	31%
Agree	95	42%
Strongly agree	23	10%
Missing	1	

28b. Sufficient measures are in place to identify health and safety risks in this organisation.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	28	12%
Neither agree nor disagree	70	31%
Agree	102	45%
Strongly agree	20	9%
Missing	1	

28c. Staff are encouraged to carry out routine risk assessments.	TDA	
	#	%
Strongly disagree	13	6%
Disagree	67	30%
Neither agree nor disagree	89	39%
Agree	44	19%
Strongly agree	13	6%
Missing	1	

28d. Staff are encouraged to challenge safety practices if they are not working.	TDA	
	#	%
Strongly disagree	9	4%
Disagree	37	16%
Neither agree nor disagree	91	40%
Agree	72	32%
Strongly agree	17	8%
Missing	1	

29a. There are opportunities for me to develop my career in this organisation.	TDA	
	#	%
Strongly disagree	11	5%
Disagree	49	22%
Neither agree nor disagree	43	19%
Agree	92	41%
Strongly agree	29	13%
Missing	3	

LEADERSHIP AND CAREER DEVELOPMENT

29b. The person I report to creates opportunities for my professional growth	TDA	
	#	%
Strongly disagree	6	3%
Disagree	30	13%
Neither agree nor disagree	52	23%
Agree	87	39%
Strongly agree	49	22%
Missing	3	

29c. I am able to access the right learning and development materials when I need to.	TDA	
	#	%
Strongly disagree	4	2%
Disagree	23	10%
Neither agree nor disagree	53	24%
Agree	106	48%
Strongly agree	36	16%
Missing	5	

LEADERSHIP AND CAREER DEVELOPMENT (continued)

29d. Learning and development activities I have completed in the last 12 months have helped to improve my chances of career progression.	TDA	
	#	%
Strongly disagree	7	3%
Disagree	48	22%
Neither agree nor disagree	62	28%
Agree	68	31%
Strongly agree	36	16%
Missing	6	

30a. I take into account feedback from colleagues when making positive changes in my area of work.	TDA	
	#	%
Strongly disagree	0	0%
Disagree	2	1%
Neither agree nor disagree	12	5%
Agree	163	72%
Strongly agree	49	22%
Missing	1	

30b. I am encouraged to become a leader in my area of work.	TDA	
	#	%
Strongly disagree	4	2%
Disagree	24	11%
Neither agree nor disagree	57	25%
Agree	93	41%
Strongly agree	48	21%
Missing	1	

30c. I have the capability to become a leader in my area of work.	TDA	
	#	%
Strongly disagree	0	0%
Disagree	12	5%
Neither agree nor disagree	27	12%
Agree	119	53%
Strongly agree	68	30%
Missing	1	

30d. I feel encouraged to motivate others in my area of work.	TDA	
	#	%
Strongly disagree	1	0%
Disagree	12	5%
Neither agree nor disagree	47	21%
Agree	113	50%
Strongly agree	52	23%
Missing	2	

LEADERSHIP AND CAREER DEVELOPMENT (continued)

30e. It is important for me to be a positive role model to others in my organisation.	TDA	
	#	%
Strongly disagree	0	0%
Disagree	5	2%
Neither agree nor disagree	18	8%
Agree	117	52%
Strongly agree	85	38%
Missing	2	

30f. It is important for me to be accountable for the decisions I make in my area of work.	TDA	
	#	%
Strongly disagree	0	0%
Disagree	0	0%
Neither agree nor disagree	11	5%
Agree	125	56%
Strongly agree	89	40%
Missing	2	

31a. My organisation has a clear vision for the future.	TDA	
	#	%
Strongly disagree	12	5%
Disagree	31	14%
Neither agree nor disagree	45	20%
Agree	98	44%
Strongly agree	36	16%
Missing	5	

31b. I feel like I am part of my organisation's vision for the future.	TDA	
	#	%
Strongly disagree	6	3%
Disagree	34	16%
Neither agree nor disagree	67	31%
Agree	79	36%
Strongly agree	33	15%
Missing	8	

31a. In the last 12 months have you had a conversation with your manager about fulfilling your potential at work?	TDA	
	#	%
Yes	144	64%
No	81	36%
Missing	2	

31b. The conversation left me feeling valued.	TDA	
	#	%
Strongly disagree	6	4%
Disagree	6	4%
Neither agree nor disagree	16	12%
Agree	80	58%
Strongly agree	31	22%
Missing	88	

LEADERSHIP AND CAREER DEVELOPMENT (continued)

31c. The conversation helped me identify how I can achieve my full potential at work.	TDA	
	#	%
Strongly disagree	5	4%
Disagree	11	8%
Neither agree nor disagree	34	25%
Agree	63	46%
Strongly agree	25	18%
Missing	89	

31d. The conversation encouraged me to perform the best I can in my role.	TDA	
	#	%
Strongly disagree	4	3%
Disagree	8	6%
Neither agree nor disagree	20	15%
Agree	76	56%
Strongly agree	27	20%
Missing	92	

31e. The conversation led to an opportunity for my professional development.	TDA	
	#	%
Strongly disagree	5	4%
Disagree	23	17%
Neither agree nor disagree	38	27%
Agree	45	32%
Strongly agree	28	20%
Missing	88	

31f. The conversation has made me more engaged in my role.	TDA	
	#	%
Strongly disagree	4	3%
Disagree	13	9%
Neither agree nor disagree	39	28%
Agree	59	42%
Strongly agree	24	17%
Missing	88	

32a. I understand the purpose of the TDA and its main objectives	TDA	
	#	%
Strongly disagree	2	1%
Disagree	5	2%
Neither agree nor disagree	10	4%
Agree	117	52%
Strongly agree	93	41%
Missing	0	

LEADERSHIP AND CAREER DEVELOPMENT (continued)

32b. I understand how my work contributes to the purpose and objectives of the TDA	TDA	
	#	%
Strongly disagree	1	0%
Disagree	9	4%
Neither agree nor disagree	20	9%
Agree	112	50%
Strongly agree	83	37%
Missing	2	