

NHS Staff Survey questions to support the Nursing and Midwifery retention self-assessment tool

This document maps questions from the NHS Staff Survey (2021) to support completion of the Nursing and Midwifery retention self-assessment tool.

The following table corresponds to each tab or area within the tool and maps, where available, the questions asked in that tab to the NHS Staff Survey.

For each area within the tool, one or more People Promise elements is given; this is for overall consideration only. Then, for the questions in the tool, there is a mapping to one or more sub-score, and/or individual survey questions, either as a very good measure of the area that is directly representative, or if the mapping is an indirect or reasonably close measurement of the area. Both categories are appropriate for you to use as part of your self- assessment.

Reporting of the [NHS Staff Survey](#) is divided up in three ways:

- The seven [People Promise](#) elements are reported with an overall score, as are two additional themes – staff engagement and morale. These are good overall scores for getting an overview of an area, but often conceal important differences between elements of that area.
- Most of these elements have between two and four sub-scores, representing coherent groups of questions that between them measure a distinct element of the promise or theme in a reliable way. These are often the best way of measuring a particular topic, as they combine specificity (looking at one area) with reliability (usually measuring it across multiple questions).
- There are individual questions, the majority of which contribute to one (or more) Promise elements, but which may still be more relevant to consider individually.

The publicly available Staff Survey website includes an [analytical platform](#) enabling you to filter the results of any overall score, sub-score or question by demographic group or setting or care. In addition, the People compartment of [Model Health System](#) includes benchmarking data for all NHS trusts organised against each element of the People Promise.

Health and Wellbeing: We are safe and healthy

Question: Does your organisation have a wellbeing plan that is evidence based and targeted to support individual physical and mental health and wellness?

Very good direct measurement of response to question

Q3g – “I am able to meet all the conflicting demands on my time at work”
Q3h – “I have adequate materials, supplies and equipment to do my work”
Q3i – “There are enough staff at this organisation for me to do my job properly”
Q5a – “I have unrealistic time pressures”
Q11a – “My organisation takes positive action on health and well-being”
Q13d – “The last time you experienced physical violence at work, did you or a colleague report it?”
Q14d – “The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?”

Burnout

Q12a – “How often, if at all, do you find your work emotionally exhausting?”
Q12b – “How often, if at all, do you feel burnt out because of your work?”
Q12c – “How often, if at all, does your work frustrate you?”
Q12d – “How often, if at all, are you exhausted at the thought of another day/shift at work?”
Q12e – “How often, if at all, do you feel worn out at the end of your working day/shift?”
Q12f – “How often, if at all, do you feel that every working hour is tiring for you?”
Q12g – “How often, if at all, do you not have enough energy for family and friends during leisure time?”

Stressors (HSE index)

Q3a – “I always know what my work responsibilities are”
Q3e – “I am involved in deciding on changes introduced that affect my work area / team / department”
Q5a – “I have unrealistic time pressures”
Q5b – “I have a choice in deciding how to do my work”
Q5c – “Relationships at work are strained”
Q7c – “I receive the respect I deserve from my colleagues at work”
Q9a – “My immediate manager encourages me at work”

Compassionate leadership

Q9i – “My immediate manager takes effective action to help me with any problems I face”

Work pressures

Q3i – “There are enough staff at this organisation for me to do my job properly”

Indirect or reasonably close measurement of response to question

Support for work-life balance

Q6b – “My organisation is committed to helping me balance my work and home life”
Q6c – “I achieve a good balance between my work life and my home life”
Q6d – “I can approach my immediate manager to talk openly about flexible working”

Flexible working

Q4d – “I am satisfied with the opportunities for flexible working patterns”

Compassionate leadership

Q9f – “My immediate manager works together with me to come to an understanding of problems”
Q9g – “My immediate manager is interested in listening to me when I describe challenges I face”
Q9h – “My immediate manager cares about my concerns”

Work pressure

Q3g – “I am able to meet all the conflicting demands on my time at work”
Q3h – “I have adequate materials, supplies and equipment to do my work”

Question: Do organisational HWB offers meet the exclusive needs of nurses and midwives?

Very good direct measurement of response to question

Raising concerns

Q21e – “I feel safe to speak up about anything that concerns me in this organisation”

Q21f – “If I spoke up about something that concerned me I am confident my organisation would address my concern”

Negative experiences of work

Q11b – “My organisation takes positive action on health and well-being”

Q11c – “During the last 12 months have you felt unwell as a result of work-related stress?”

Q11d – “In the last three months have you ever come to work despite not feeling well enough to perform your duties?”

Q13a – “In the last 12 months how many times have you personally experienced physical violence at work from patients/service users, their relatives or other members of the public?”

Q13b – “In the last 12 months how many times have you personally experienced physical violence at work from managers?”

Q13c – “In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?”

Q14a – “In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public?”

Q14b – “In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?”

Q14c – “In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?”

Question: Does the organisation have positive HWB work environments, cultures and practices

Very good direct measurement of response to question

Raising concerns

Q17a – “I would feel secure raising concerns about unsafe clinical practice”

Q17b – “I am confident that my organisation would address my concern”

Question: Are meaningful health and wellbeing conversations facilitated and embedded within the organisation that are individualised and champion equality, diversity and inclusion?

Very good direct measurement of response to question

Q28b – “Has your employer made adequate adjustment(s) to enable you to carry out your work?”

Autonomy and shared professional decision making: We each have a voice that counts

Question: Does the organisation support leadership development and shared professional decision-making at all levels for nurses and midwives?

Very good direct measurement of response to question

Autonomy and control

Q3a – “I always know what my work responsibilities are”

Q3b – “I am trusted to do my job”

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3e – “I am involved in deciding on changes introduced that affect my work area / team / department”

Q3f – “I am able to make improvements happen in my area of work”

Q5b – “I have a choice in deciding how to do my work”

Involvement

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3f – “I am able to make improvements happen in my area of work”

Question: Does the organisation facilitate frontline nurses and midwives to empower patient voices and advocate for their needs?

Indirect or reasonably close measurement of response to question

Autonomy and control

Q3a – “I always know what my work responsibilities are”

Q3b – “I am trusted to do my job”

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3e – “I am involved in deciding on changes introduced that affect my work area / team / department”

Q3f – “I am able to make improvements happen in my area of work”

Q5b – “I have a choice in deciding how to do my work”

Involvement

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3f – “I am able to make improvements happen in my area of work”

Question: Is guidance around freedom to speak up clear, visible, and accessible to nurses and midwives?

Indirect or reasonably close measurement of response to question

We each have a voice that counts

Q21b – “My organisation acts on concerns raised by patients / service users”

Leadership and teamwork: We are compassionate and inclusive, We are a team

Question: Are leaders highly visible, approachable, and accessible to nurses and midwives?

Very good direct measurement of response to question

Line management

Q9a – “My immediate manager encourages me at work”

Q9b – “My immediate manager gives me clear feedback on my work”

Q9c – “My immediate manager asks for my opinion before making decisions that affect my work”

Q9d – “My immediate manager takes a positive interest in my health and well-being”

Compassionate leadership

Q9f – “My immediate manager works together with me to come to an understanding of problems”

Q9g – “My immediate manager is interested in listening to me when I describe challenges I face”

Q9h – “My immediate manager cares about my concerns”

Q9i – “My immediate manager takes effective action to help me with any problems I face”

Question: Do health care leaders advocate for nurses and midwives needs including resources to deliver quality care?

Very good direct measurement of response to question

Involvement

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3f – “I am able to make improvements happen in my area of work”

Question: Do organisational strategies support the diversity of values within the nursing and midwifery workforce?

Indirect or reasonably close measurement of response to question

Diversity and equality

Q15 – “Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?”

Q16a – “In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives or other members of the public?”

Q16b – “In the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues?”

Q18 – “I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.)”

Question: Do leaders enable inclusive and diverse interdisciplinary teams to work collaboratively and effectively to deliver high quality care and services?

Very good direct measurement of response to question

Diversity and equality

Q15 – “Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?”

Q16a – “In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives or other members of the public?”

Q16b – “In the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues?”

Q18 – “I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.)”

Team working

Q7a – “The team I work in has a set of shared objectives”

Q7b – “The team I work in often meets to discuss the team’s effectiveness”

Q7c – “I receive the respect I deserve from my colleagues at work”

Q7d – “Team members understand each other's roles”

Q7e – “I enjoy working with the colleagues in my team”

Q7f – “My team has enough freedom in how to do its work”

Q7g – “In my team disagreements are dealt with constructively”

Q8a – “Teams within this organisation work well together to achieve their objectives”

Indirect or reasonably close measurement of response to question

Line management

Q9a – “My immediate manager encourages me at work”

Q9b – “My immediate manager gives me clear feedback on my work”

Q9c – “My immediate manager asks for my opinion before making decisions that affect my work”

Q9d – “My immediate manager takes a positive interest in my health and well-being”

Professional development and careers: we are always learning

Question: Does the organisation have transparent and agreed governance and operational processes for continuous professional development (CPD)?

Very good direct measurement of response to question

Development

Q20a – “This organisation offers me challenging work”

Q20b – “There are opportunities for me to develop my career in this organisation”

Q20c – “I have opportunities to improve my knowledge and skills”

Q20d – “I feel supported to develop my potential”

Q20e – “I am able to access the right learning and development opportunities when I need to”

Appraisals

Q19a – “In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?”

Q19b – “It helped me to improve how I do my job”

Q19c – “It helped me agree clear objectives for my work”

Q19d – “It left me feeling that my work is valued by my organisation”

Indirect or reasonably close measurement of response to question**Development**

Q20b – “There are opportunities for me to develop my career in this organisation”

Q20d – “I feel supported to develop my potential”

Q20e – “I am able to access the right learning and development opportunities when I need to”

Question: Does the organisation’s career development framework provide a range of pathways and opportunities across all career stages for nurses and midwives?

Indirect or reasonably close measurement of response to question**Development**

Q20c – “I have opportunities to improve my knowledge and skills”

Question: Does the organisations talent management strategy reflect and accommodate the inclusive needs of nurses and midwives across careers and life stages?

Indirect or reasonably close measurement of response to question**Development**

Q20a – “This organisation offers me challenging work”

Q20b – “There are opportunities for me to develop my career in this organisation”

Q20c – “I have opportunities to improve my knowledge and skills”

Q20d – “I feel supported to develop my potential”

Q20e – “I am able to access the right learning and development opportunities when I need to”

Question: Is there a structured approach to developing those who are required to undertake individual appraisals, learning needs analysis and provide practice education (supervisor and assessor roles), mentorship, preceptorship, personal development planning and career coaching with further support for these activities built into the organisation’s nursing and midwifery development structure

Very good direct measurement of response to question**Appraisals**

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Development

Q20a – “This organisation offers me challenging work”
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Q20c – “I have opportunities to improve my knowledge and skills”
Q20d – “I feel supported to develop my potential”
Q20e – “I am able to access the right learning and development opportunities when I need to”

Question: Are opportunities provided that enable nurses and midwives to develop and utilise the full range of their knowledge, skills and expertise that empower them to lead and drive improved outcomes at every career stage

Indirect or reasonably close measurement of response to question

Development

Q20a – “This organisation offers me challenging work”
Q20b – “There are opportunities for me to develop my career in this organisation”
Q20c – “I have opportunities to improve my knowledge and skills”
Q20d – “I feel supported to develop my potential”
Q20e – “I am able to access the right learning and development opportunities when I need to”

Pride and meaningful recognition: We are recognised and rewarded

Question: Are there frequent and timely opportunities for peers and line managers to provide feedback to individual staff members and teams?

Very good direct measurement of response to question

Reward

Q4a – “I am satisfied with the recognition I get for good work”
Q8d – “The people I work with show appreciation to one another”
Q9e – “My immediate manager values my work”

Question: Does the organisational strategy incorporate pay and non-pay incentives as part of the NHS employment offer that are communicated to nurses and midwives?

Very good direct measurement of response to question

Reward

Q4d – “I am satisfied with my level of pay”

Question: Does your organisational strategy include non-financial rewards?

Indirect or reasonably close measurement of response to question

Recognition

Q4a – “I am satisfied with the recognition I get for good work”

Flexible working: We work flexibly

Question: Has the organisation communicated and adopted the flexible working policy changes recently introduced in the NHS Terms & Conditions, including a clearly defined board level champion?

Indirect or reasonably close measurement of response to question

Support for work-life balance

Q6b – “My organisation is committed to helping me balance my work and home life”

Q6c – “I achieve a good balance between my work life and my home life”

Q6d – “I can approach my immediate manager to talk openly about flexible working”

Flexible working

Q4d – “I am satisfied with the opportunities for flexible working patterns”

Excellence in care: We are enabled to lead and deliver high quality care

Question: Are systems in place for leaders to ensure staffing and other resources enable the delivery of high-quality care?

Indirect or reasonably close measurement of response to question

Health and safety climate

Q3g – “I am able to meet all the conflicting demands on my time at work”

Q3h – “I have adequate materials, supplies and equipment to do my work”

Q3i – “There are enough staff at this organisation for me to do my job properly”

Q5a – “I have unrealistic time pressures”

Q11a – “My organisation takes positive action on health and well-being”

Q13d – “The last time you experienced physical violence at work, did you or a colleague report it?”

Q14d – “The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?”

Question: Is a shared professional decision-making structure in place to support decision making and job satisfaction through point of care nurses and midwives and interdisciplinary teams leading on care decisions and improvements in care?

Indirect or reasonably close measurement of response to question

Involvement

Q3c – “There are frequent opportunities for me to show initiative in my role”

Q3d – “I am able to make suggestions to improve the work of my team/department”

Q3f – “I am able to make improvements happen in my area of work”

Team working

Q7a – “The team I work in has a set of shared objectives”

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