

CPA and employee attitudes

the **impact** of **motivation**
on **organisational success**

research study conducted for the Improvement and Development Agency

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foreword

Local authorities, like all organisations, succeed when the people within them succeed. By meeting their individual goals, local government staff contribute directly to the entire authority's goals. Staff motivation is a vital factor in any council's success.

The Improvement and Development Agency (IDeA) commissioned MORI to undertake this research to better understand the relationship between staff attitudes and organisational success within local government. Comprehensive Performance Assessment (CPA) has provided a yardstick that we can use to measure success for the purposes of this study. We are sharing the results so that local government can learn from itself the key factors that support the drive for improvement from within – a central aim of the IDeA.

The research shows that staff in the most successful councils share a common set of characteristics. They have a say in management decisions, use their initiative and creativity, and contribute to planning their own work. They are kept well informed of organisational developments and change, and are enthusiastic advocates of their authority.

The study also shows us the factors not affected by CPA status. The ability to undertake interesting work and feel that something worthwhile has been achieved, access to training, workload, pay, effectiveness of line management, and job security, are all unaffected by CPA category. In common with other sectors, local government varies in its working environment. This illustrates that learning need not just come from the best, but all councils can demonstrate good practice and have new ideas to share.

Recruitment and retention of talented people remains a major issue in local government. This research helps identify many factors that matter to people working in the sector that can help inform our approach to the problem. Through initiatives such as the Leadership Development Commission, local government is taking the initiative in making councils attractive places to work, and finding the leaders of the future.

Local authorities deliver a range of vital public services that impact dramatically on local communities and individuals. Such services are not delivered by processes – they are delivered by people. I hope that this new research helps all councils maximise the potential of their staff in driving forward improvement.

Martin Horton,
Director of Knowledge and Learning, IDeA



introduction

background and objectives

This volume contains summary findings for a research study conducted by the MORI Social Research Institute on behalf of the Improvement and Development Agency (IDeA).

The main aim of the research was to look at the relationship between Comprehensive Performance Assessment (CPA) scores and staff motivation and management within local authorities. The questionnaire was developed in consultation with the IDeA and respondents were asked for their views on topics covering:

- overall satisfaction with their current job;
- rating of specific factors within their job i.e. pay, job security, friendliness of colleagues etc;
- attitudes towards and perceived effectiveness of line managers/senior management;
- communications within their authority;
- their commitment to their authority.

methodology

A selection of Heads of Service/ Directors at all single tier and county authorities that took part in the CPA in 2002 were initially sent a letter to give advance notice of the survey and to ask for their co-operation should they be contacted. Some Heads of Service/ Directors were then approached for interview.

Upon completion of an interview, respondents were asked to randomly identify fellow members of staff, both at their grade and of lower levels, as potential interviewees. Any individual was asked to identify up to four other staff members, usually within their own department. Using this method, a total of 500 interviews were conducted by telephone between 24 July–15 August 2003 by MORI Telephone Surveys, a wholly owned subsidiary of MORI.

Quotas were set on CPA score category, as well as broad quotas on grade and department. Due to the large variance in the composition of authorities, both in terms of grade structure and department size, more specific quotas were not set. Data were weighted by CPA score to reflect the actual number of authorities within each category as per 2002 results.

The CPA quotas set were as follows:

CPA category

	number of authorities within category	quota	actual number of interviews	weighted figure
excellent	22	100	101	73
good	54	100	101	180
fair	39	100	100	130
weak	22	100	99	73
poor	13	100	99	43

Source: MORI

interpretation of the data

It should be remembered at all times that a sample and not the entire population of staff at single tier and county authorities has been interviewed. As a consequence, all results are subject to sampling tolerances, which means that not all differences are statistically significant. A Guide to Statistical Reliability is appended.

It is also important to note that, to some extent, the referrals process that was adopted to identify front line and middle tier employees for interview may have had some influence on the overall results. In our opinion, managers who were contacted initially and took part in the survey are likely to have identified more motivated members of staff to take part, rather than those who are known to be critical of the organisation. Whilst this was unavoidable, given the need to quickly access a range of staff, it does mean that the overall results tend to be more positive than we would typically find in local authorities. For example, 88% of staff taking part in this survey say they are satisfied with their present job. This is considerably more favourable when compared with MORI normative data for the last 5 years, where the local authority average is 59% and the 'top 10' performers achieve an average of 77%.

What the survey does show, however, is similar patterns of results to what we would expect, which gives us confidence in the overall findings. Moreover, there are notable differences in the responses of employees working in Excellent, Good, Fair, Weak and Poor authorities. It is these differences that this report will focus on.

report layout

Following this introduction, this report comprises a summary of the key findings of the survey and their implications. Appendices, including a marked-up questionnaire and a guide to statistical reliability are provided.

Ben Page
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Patrick Fraser

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publication of the data

As with all our studies, these findings are subject to MORI's standard Terms and Conditions. Any press release or publication of the findings of this survey requires the advance approval of MORI. Such approval will only be refused on the grounds of inaccuracy or misinterpretation.

conclusions

The results conclusively show a relationship between CPA score and the way employees feel about their organisation and how it is managed. On most factors, employees working for Excellent and Good authorities are more positive than employees in other authorities, with employees in Poor authorities not surprisingly, less positive overall.

What is clear, is that there is more than a 'feel-good' factor among high performers at work here. Whilst we would expect to see notable differences in the responses of employees working in Excellent, Good, Fair, Weak and Poor authorities on measures such as advocacy and commitment to the organisation, on many factors there is little or no difference at all.

There is **no real difference** between Excellent and Poor authorities in terms of the following:

- Employees' ability to do interesting work and feeling that they have accomplished something worthwhile;
- having access to the right training;
- an acceptable work load;
- (un)satisfactory basic pay;
- effective, open and approachable line managers; and
- job security.

What remains are a number of factors that seem to set excellent and good authorities apart from their fair, weak and poor counterparts.

At the most fundamental level it appears that the most successful authorities are those that value and recognise their employees by allowing them greater input into the decision making processes of the authority, and perhaps, as a consequence, providing more room for individual creativity to flourish. Communications are also key, with Excellent authorities much better at keeping their employees informed than others.

On all of these factors, there are major differences. Employees working for Excellent authorities are much more likely to say they:

- are satisfied with their **ability to have an input into work planning**; and
- **have opportunities to show their initiative.** Does this indicate a more hierarchical culture in Poor authorities, leaving less room for individual creativity to flourish?
- rate their line managers more positively on their **willingness to listen to employees' ideas.** Three in five employees in Excellent authorities agree that this always applies compared to just over two in five in Poor authorities.
- **Have a say in management decisions and believe that there is enough opportunity for employees to let the authority know how they feel about things that affect them and their work**
- **feel that their authority keeps them well informed.** We know from our experience of researching not only employees, but also residents and service users that the more informed people feel, the more positively they are disposed to the organisation in question. Employees, as here, tend to be more positive about their organisation and more satisfied with their current job than their colleagues who feel less informed.
- **believe that the reasons for change within their organisation are well communicated, and that change is well managed.**

The research suggests that the above factors are key issues for managers who want to improve performance. This is not only pertinent in the context of raising their organisation's CPA status, but also and perhaps more importantly, because **staff working for Excellent authorities are two and a half times more likely to 'strongly agree' that they would speak highly of their organisation to others than those working for Poor authorities.**

summary of findings

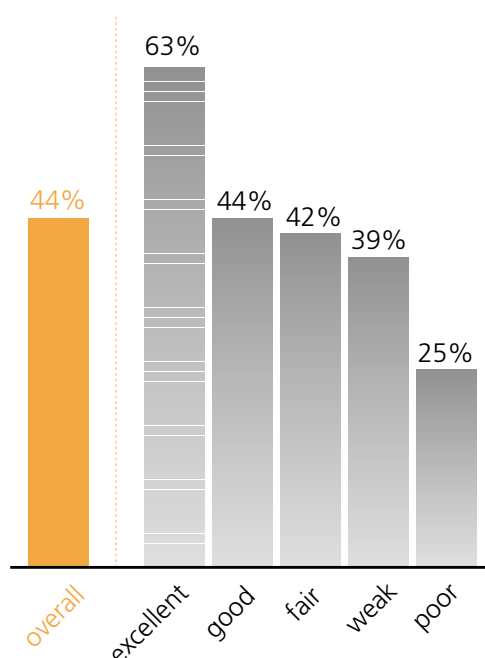
overall perceptions

Most employees consider their authority to be 'one of the best' (20%) or 'above average' (43%) as a place to work and hardly anyone (3%) that their authority is below average. No-one at all considers their authority 'one of the worst' places to work compared with other organisations.

Following from the above, it is perhaps not surprising that the greatest proportion of staff (83%) say they would speak highly of the authority to people outside of the organisation; 44% agree strongly and slightly fewer (39%) tend to agree with this.

overall perceptions

percentage strongly agree they would speak highly of the authority to others outside the organisation



Base: All respondents (500) interviewed

24 July–15 August 2003

Source: MORI

how results divide according to CPA score

The degree to which employees are advocates of their organisation correlates very strongly to their CPA rating, although there is no significant difference between views in good/fair/weak authorities.

As we typically find in employee surveys for local authorities, other differences between sub-groups exist. Specifically, the higher someone's grade the more positive on balance they are; Heads of Service/Directors/P04–P06 grades are significantly more positive than others.

In the analysis, we sought to identify whether managers in the higher performing authorities are significantly more positive than those in under performing authorities; and indeed whether Excellent/Good authorities are more successful in motivating their workforce generally.

Although base sizes are small, it is interesting to note that it is only in Fair and Weak authorities where managers' and other employees' views are most closely in accord. Furthermore, it is Excellent authorities that show the widest gap between managers' and employees' loyalty to the organisation.

Percentage strongly agree they would speak highly

	excellent		good		fair		weak		poor	
	M	Non	M	Non	M	Non	M	Non	M	Non
	83	46	58	32	46	38	44	37	37	18
difference	+37		+26		+8		+7		+19	

(M = Manager; Non = Non manager)

Source: MORI

job satisfaction

The vast majority of staff (88%) say they are satisfied with their present job; 40% are very satisfied and almost half (48%) are fairly satisfied. Again, we find a clear relationship between job satisfaction and the CPA score. Those in Excellent authorities are markedly more positive about their jobs.

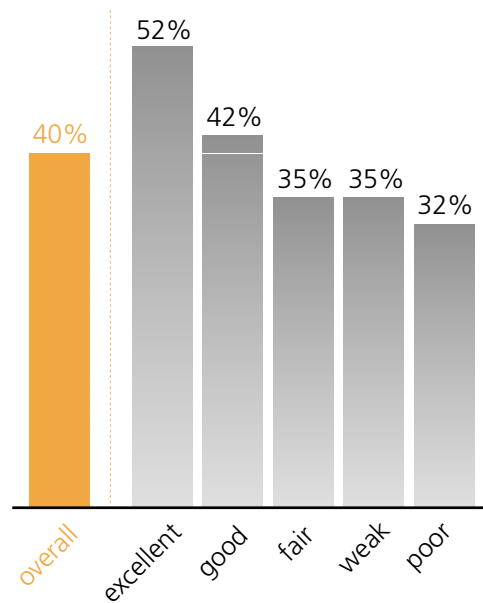
We again sought to identify whether managers in the higher performing authorities are significantly more positive than those in under performing authorities; and again at whether there are notable differences between managers' views and those of other employees that correspond to the CPA rating.

Interestingly, while managers in Excellent authorities are significantly more positive than managers elsewhere, there is little distinction to be made between Good/Fair/Weak authorities in terms of managers' views. Both managers and other employees in Poor authorities are notably less satisfied than those in other authorities.

As MORI typically finds, length of service also has a bearing on overall job satisfaction, with those joining the organisation most recently (Up to two years service) and the longest serving members of staff (15 years +) more positive than their counterparts.

job satisfaction

percentage very satisfied with their present job



Base: All respondents (500) interviewed 24 July–15 August 2003

Source: MORI

The extent to which employees feel they are kept informed about what is happening in the organisation is another factor that shapes overall views and this is discussed in more detail opposite.

Percentage very satisfied with their present job

	excellent		good		fair		weak		poor	
	M	Non	M	Non	M	Non	M	Non	M	Non
	63	43	44	39	46	26	46	28	39	28
difference	+20		+5		+20		+18		+11	

(M = Manager; Non = Non manager)

Source: MORI

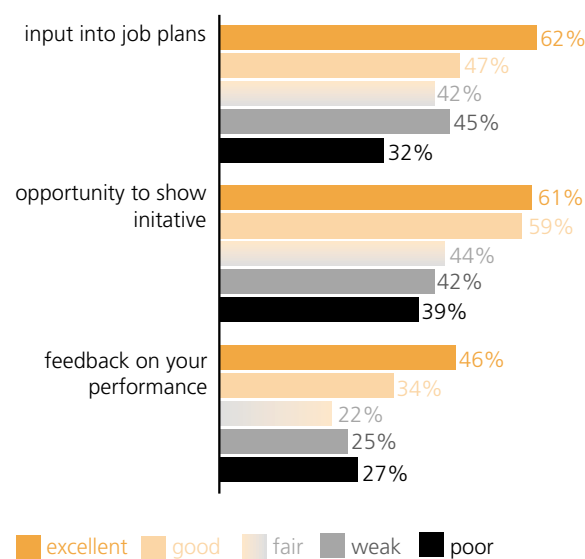
satisfaction with different elements of the job

On most factors, employees working for Excellent and Good authorities are more positive than employees in other authorities, but overall differences are small. Employees tend to be most satisfied with the colleagues they work with, feeling that they have accomplished something worthwhile at work, their working hours and content of their work. Basic pay, insufficient resources for the department and workload are areas where staff tend to be less satisfied overall – regardless of CPA rating.

There are some areas, however, where differences are marked and that set high and low performing authorities apart. Specifically, many more employees of Excellent authorities are likely to say they are satisfied with their **ability to have an input into work planning** and **opportunities to show their initiative** than those in Poor authorities.

satisfaction with different elements of the job

percentage very satisfied with job factors



Base: All respondents (100)

Source: MORI

percentage very satisfied with job factors

	excellent	good	fair	weak	poor
friendliness of colleagues	77	82	62	81	74
input into job plans	62	47	42	45	32
opportunity to show initiative	61	59	44	42	39
interesting work	57	53	52	51	54
feeling you have accomplished something worthwhile at work	52	42	38	39	44
benefits package	47	42	40	46	28
working hours	46	46	47	57	49
feedback on your performance	46	34	22	25	27
making the best use of your skills and ability	45	38	26	26	27
recognition for the work you do	43	38	34	21	32
level of training you receive to do your job well	37	32	28	22	29
job security	35	39	29	40	28
working environment	33	41	28	31	16
basic pay	26	23	19	23	15
resources for your department	19	19	9	16	6
workload	13	10	11	16	8

Source: MORI

ratings of line managers

The most positive ratings relate to managers' **approachability and integrity**. They are seen as approachable, open and honest by the majority of staff. Line managers are also considered comparatively **good at communicating** and making decisions by most. They regularly consult on matters where staff can contribute, make their expectations clear and listen to ideas.

Satisfaction is lowest with **feedback on performance and development**. These findings are typical of what we find in individual authorities.

There are few notable differences between authorities according to their CPA rating, notwithstanding the fact that on most factors, employees working for Excellent and Good authorities are more positive than employees in other authorities. **The most marked difference across the CPA categories relates to line managers' willingness to listen to employees' ideas** – with 63% of employees in Excellent authorities agreeing that this always applies compared to 46% in Poor authorities.

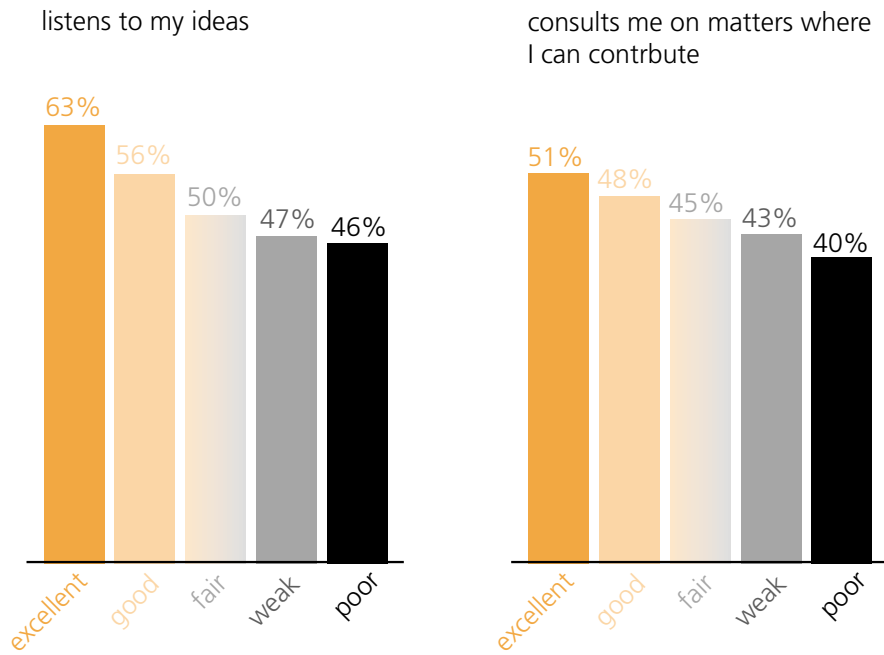
percentage always applies to my line manager

	excellent	good	fair	weak	poor
is approachable	73	81	74	73	74
listens to my ideas	63	56	50	47	46
is open and honest	58	66	57	67	48
gives me credit if I've done a good job	53	58	50	51	48
consults me on matters where I can contribute	51	48	45	43	40
makes decisions quickly when needed	50	46	50	37	41
appreciates the pressure I come under in my job	45	49	48	48	36
makes clear what is expected of me	40	39	36	45	38
gives me feedback on how I'm doing	38	42	31	34	29
identifies my training and development needs	31	40	29	25	21
acts on my ideas	15	12	11	13	10

Source: MORI

line managers

percentage always applies to my line manager



Base: All respondents (500) interviewed 24 July–15 August 2003

Source: MORI

senior managers

In this survey, just under a quarter (23%) of local authority employees believe that senior managers are not interested in listening to staff opinions. It is not surprising that senior managers themselves (Heads of service and Directors) are most likely to disagree with this statement (83%), with other managers (68%) and administrative and frontline staff (50%) most cynical.

Similar findings are evident when asked whether speaking up on issues where you disagree with management can damage your career prospects. Again, most Heads of Service and Directors disagree with this (78%) while others are less sure: Function Unit manager (46% disagree); Team leader/ supervisor (55%); Frontline staff (55%); Administrative staff (41%).

The table below illustrates this relationship though it is interesting to note that managers' and employees' views in Weak authorities are notably more polarised than the rest. Why this should be so is unclear.

percentage disagree

	excellent		good		fair		weak		poor	
	M	Non	M	Non	M	Non	M	Non	M	Non
senior management are not interested in listening to staff opinions	83	53	87	59	59	40	77	45	53	38
difference	29		28		19		32		15	
	excellent		good		fair		weak		poor	
	M	Non	M	Non	M	Non	M	Non	M	Non
speaking up on issues where you disagree with management can damage your career prospects	70	43	69	59	50	42	77	38	42	32
difference	27		10		8		39		10	

(M = Manager; Non = Non manager)

Source: MORI

The majority of employees feel that they are consulted about decisions that affect them and their work, though a sizeable minority do not. Specifically, two in five (39%) employees say that there is not enough opportunity to let the authority know how they feel about the things that affect them and their work, but half (48%) disagree. When asked slightly differently, just over half (56%) agree that staff are consulted on management decisions that affect them, but a third (33%) disagree.

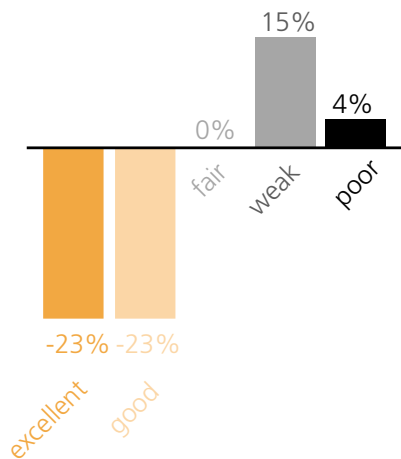
As we would expect in light of previous findings discussed above, Heads of Service and Directors are more positive about opportunities for consultation than are other staff. Administrative and front line staff are least positive.

There are differences according to the authorities' CPA ratings, however. Employees in Excellent and Good authorities are on balance, positive about their opportunities to have a say in management decisions, yet neutral on balance in Fair and Poor authorities. The findings for Weak authorities are confusing.

senior managers

There is not enough opportunity for employees to let the authority know how they feel about things that affect them and their work

percentage net agree



Base: All respondents (500) interviewed

24 July–15 August 2003

Source: MORI

communications

downward communication

We know from our experience of researching not only employees, but also residents and service users, that the more informed people feel, the more positively they are disposed to the organisation in question. Employees, as in this case, tend to be more positive about their organisation and more satisfied with their current job than their colleagues who feel less informed.

Three quarters of staff (75%) agree that their authority keeps them informed; a quarter (24%) strongly agree. One in seven (14%) disagree. This finding is again higher than the MORI local authority norm; on average two in five (44%) feel fully/ fairly informed.

As we have found throughout the survey, there is a relationship between an authority's CPA rating and the extent to which staff feel informed. Excellent and Good authorities apparently keep their staff more informed than Fair, Weak and Poor authorities. Furthermore, managers are again typically more positive than other staff – with the exception of Fair and Poor authorities where managers and staff are very much in accord.

within and between departments

The majority (80%) of staff agree that communication within their department is good. However this falls to less than half as many agreeing (35%) when asked about communication between departments. On this aspect, more people disagree than agree.

agree that the authority keeps employees informed

	excellent		good		fair		weak		poor	
	M	Non	M	Non	M	Non	M	Non	M	Non
	+91	+61	+80	+68	+50	+42	+69	+45	+53	+55
difference	30		12		8		24		2	

(M = Manager; Non = Non manager)

Source: MORI

attitudes to change

The majority of employees are positive about change. Three in five (61%) believe that the reasons for change within their organisation are well communicated, though a quarter (25%) disagree.

Fewer believe that change is well managed, though most still agree that it is (46%); a third (34%) disagree.

On the issue of change, there is a clear relationship between the authority's CPA rating and employees' views, with Excellent and Good authorities most positive and Fair, Weak, Poor authorities most negative.

percentage disagree

	excellent	good	fair	weak	poor
the reasons for change are well communicated to me	16	19	34	29	32
change is managed well here	23	26	50	34	44

Source: MORI

appendices

guide to statistical reliability

The respondents to the questionnaire are only a sample of the total 'population'. We cannot therefore be certain that the figures obtained are exactly those we would have if everybody had been interviewed (the 'true' values). However, we can predict the variation between the sample results and the 'true' values from a knowledge of the size of the samples on which the results are based and the number of times that a particular answer is given.

The confidence with which we can make this prediction is usually chosen to be 95% – that is, the chances are 19 in 20 that the 'true' value will fall within a specified range. The table below illustrates the predicted ranges for different sample sizes and percentages results at the '95% confidence interval', based on a random sample.

For example, on a question where 50% of the people in a sample of 500 respond with a particular answer, the chances are 95 in 100 that this result would not vary by more than four percentage points, plus or minus from a complete coverage of the entire population using the same procedures. However, while it is true to conclude that the 'actual' result (95 times out of 100) lies anywhere between 46% and 54%, it is proportionately more likely to be closer to the centre of this band (i.e. at 50%).

approximate sampling tolerances applicable to percentages at or near these levels

size of sample on which survey result is based	10% or 90% +/-	30% or 70% +/-	50% +/-
100 interviews	6	9	10
200 interviews	4	6	7
300 interviews	3	5	6
400 interviews	3	5	5
500 interviews	3	4	4

Tolerances are also involved in the comparison of results from different parts of a sample. A difference, in other words, must be of at least a certain size to be considered statistically significant. The following table is a guide to the sampling tolerances applicable to comparisons.

For example, we might look at a question where the views of male (158) and female (342) staff were being compared. If 50% of men give a particular response, compared with 65% of women, then we would consider it a statistically significant finding. This is because the difference is greater than 10%, so we would conclude that 95 times out of 100 this is a difference that could not have occurred by chance.

size of samples compared 95% confidence	differences required for significance at or near percentages levels		
	10% or 90% +/-	30% or 70% +/-	50% +/-
100 and 100	8	13	14
200 and 200	7	11	12
100 (excellent authority) and 500 (Total)	6	10	11
158 (men) and 342 (women)	6	9	10
250 and 250	5	8	9

Source: MORI

marked up questionnaire

Local Authority Staff Survey 2003 Final (weighted) Topline 27.08.03

- results are based on 500 interviews conducted by MORI with staff of single tier and county authorities that carried out the Comprehensive Performance Assessment (CPA) in 2002. Circa 100 interviews were carried out in each of the CPA score categories: Excellent (101 interviews), Good (101), Fair (100), Weak (99) and Poor (99).
- interviews were conducted by telephone between 24th July and 15th August 2003.
- broad quotas were set on grade and department within each of the five CPA category scores.
- data are weighted by CPA score to reflect the actual number of authorities within each category as per 2002 results.
- data shown as percentages, based on total sample unless otherwise stated.
- where results do not sum to 100%, this may be due to multiple answers or rounding. Asterisks (*) represents a percentage under 0.5%.

working at...

Q1. Overall, how satisfied or dissatisfied are you with your present job? Is that very/fairly satisfied/dissatisfied?

	%
very satisfied	40
fairly satisfied	48
neither satisfied nor dissatisfied	7
fairly dissatisfied	5
very dissatisfied	1
no opinion	*

Q2. I am going to read a number of factors that may apply to your working life. Please tell me how satisfied or dissatisfied you are with each of these factors in YOUR job? Is that very/fairly satisfied/dissatisfied?

		very satisfied	fairly satisfied	neither satisfied/nor dissatisfied	fairly dissatisfied	very dissatisfied	don't know
interesting work	%	53	37	7	3	1	0
basic pay	%	22	52	12	10	4	0
benefits package (pensions, holidays, flexi-time etc)	%	41	41	9	7	1	1
job security	%	35	50	6	5	2	1
friendliness of colleagues	%	75	21	3	*	*	*
working hours	%	48	37	4	7	4	0
working environment	%	33	43	11	12	2	0
workload	%	11	55	14	14	5	*
resources for your department	%	15	43	14	21	7	*
making the best use of your skills and ability	%	33	48	7	9	3	1
feedback on your performance	%	31	47	11	8	3	*
feeling you have accomplished something worthwhile at work	%	42	46	7	4	1	0
the input you have into scheduling your workload	%	46	43	4	5	1	1
the level of training you receive to do your job well	%	30	48	13	7	2	1
opportunity to show initiative	%	51	38	6	4	*	*
recognition for the work you do	%	35	44	12	8	1	0

Q3. I am now going to ask you to rate [Authority name] as a place to work compared with other organisations? Would you rate it as...

	%
one of the worst	0
below average	3
about average	28
above average	43
one of the best	20
don't know	7

management style

Q4. I am now going to read a number of statements that could be used to describe your immediate line manager, i.e. the person to whom you report to on a day-to-day basis. For each, please tell me whether they always, usually, sometimes, rarely or never apply to your immediate line manager?

applies...		always	usually	sometimes	rarely	never	don't know
is approachable	%	76	14	8	1	1	0
is open and honest	%	61	23	11	2	1	1
consults me on matters where I can contribute	%	46	35	15	3	1	*
makes decisions quickly when needed	%	46	31	18	4	1	*
appreciates the pressure I come under in my job	%	47	33	14	4	2	*
makes clear what is expected of me	%	39	40	16	4	1	*
listens to my ideas	%	54	31	13	2	1	*
acts on my ideas	%	12	46	35	5	1	2
gives me credit if I've done a good job	%	53	27	14	3	1	*
gives me feedback on how I am doing	%	36	30	24	8	2	0
identifies my training and development needs	%	32	30	23	9	5	2

Q5. Now I am going to read two statements about [Authority name]'s senior management. Please tell me how much you agree or disagree with each. Is that strongly/tend to agree/disagree?

		strongly agree	tend to agree	agree nor disagree	tend to disagree	strongly disagree	don't know
senior management are not interested in listening to staff opinions	%	6	17	14	31	29	2
speaking up on issues where you disagree with management can damage your career prospects	%	7	20	15	31	22	5

communications

Q6. The following statements relate to communications at [Authority name]. Please tell me whether you agree or disagree with each? Is that strongly/tend to agree disagree?

		strongly agree	tend to agree	agree nor disagree	tend to disagree	strongly disagree	don't know
That [Authority name] keeps employees informed	%	24	51	11	11	3	0
Communications are good within my department	%	33	47	8	9	2	0
Communications are good between different departments	%	4	31	22	29	11	2
There is not enough opportunity for employees to let [Authority name] know how they feel about things that affect them and their	%	9	29	13	31	16	1
Staff are consulted on management decisions which affect them and their work	%	17	39	11	22	11	*

change and the future

Q7. The following are some phrases which people might use when talking about recent changes at [Authority name]. Again, please tell me whether you agree or disagree with each? Is that strongly/tend to...

		strongly agree	tend to agree	agree nor disagree	tend to disagree	strongly disagree	don't know
Communications are good between different departments	%	20	40	13	18	7	1
change is well managed here	%	11	35	18	24	10	2

Q8. Again using the same scale, please tell me how much you agree or disagree with the following statement? Is that strongly/tend to agree disagree?

		strongly agree	tend to agree	agree nor disagree	tend to disagree	strongly disagree	don't know
I would speak highly of [Authority name] to people outside the organisation	%	44	39	10	5	1	1

Finally, I am going to ask you a few questions for analysis purposes.

C1. Firstly, how long have you worked at [Authority name]?

	%
up to 6 months	3
6 months – up to 1 year	4
1 – up to 2 years	9
2 – up to 6 years	23
6 – up to 10 years	18
10 – up to 15 years	17
15+ years	27

C2. Gender

	%
Male	33
Female	67

C4. Could you tell me your age last birthday?

	%
18–34	22
35–44	26
45–54	38
55+	13
refused	1

C5. And please could you tell me your grade?

	%
heads of service/director, PO4–PO62	1
PO1–PO3	10
SO1–SO2	11
grades 1–6	50
other	8
don't know	1
refused	1

C6. And please could you tell me which of the following comes closest to your job description?

	%
head of service/director	20
function/unit manager	12
team leader/supervisor	12
admin staff	34
employee (other)	22
other	*

C7. Which of the following departments do you work in?

	%
social services	38
education	11
housing/environment/planning/ property and business services trading standard	22
libraries/leisure/cultural services/ museums	9
finance/IT/support/personnel	11
corporate/strategic policy	9
other	2

notes

notes

notes



Improvement and Development Agency

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