

Total Reward Survey

The Office of Public Service Reform

conducted in partnership with

The Hay Group Management Limited

(Pilot Version)

Dear Colleague

The Office of Public Services Reform (OPSR) is conducting a programme of research into Total Reward within the Public Service. The term Total Reward refers to both the financial and non-financial rewards employees receive for their contribution and commitment at work.

Part of this research programme involves the collection of opinion from broad range of Public Service employees. By gathering and analysing feedback we hope to build a better understanding of what motivates employees in their jobs, which will help shape future policy and strategy.

The questionnaire should take about 15 minutes to complete. Your views are important to us, so complete and return your questionnaire by 14th June 2005. This survey is entirely voluntary and is completely confidential. Your answers will not be attributed to you individually at any stage. Hay Group, an external research organization, who is supporting OPSR with this effort, will process your questionnaire and nobody within your organization will see your completed questionnaire. If you have any questions about this research please e-mail totalreward@haygroup.com.

Yours sincerely,

Name
Project Sponsor
Organisation Name

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree		Don't Know
1. My job provides me with the opportunity to do challenging and interesting work.							
2. My job provides me with the opportunity to experience a real sense of personal accomplishment,							
3. I have a enough authority to do my job effectively							
4. I have a clear set of performance objectives for my job.							
5. I understand the results expected of me in my job.							
6. I have enough time to perform the tasks expected in my role.							
7. I am comfortable with the amount of work I am expected to do.							
8. There are opportunities to learn from the people I work with.							
9. It is clear how my job contributes to the success of this organization.							
10.I have sufficient opportunity to learn new skills and develop new talents at work.							
11.Employees are encouraged to make suggestions to improve the way things are doen around here.							
12.This organization has a positive impact on society.							
13.Co-operation between departments is good in this organization.							
14.I receive the training I need to do my job effectively.							
15.My job makes good use of my skills and abilities.							
16.I have access to the tools and equipment I need to do my job effectively.							
17.Work processes are well organized where I work.							
18.Where I work unnecessary procedures are kept to a minimum.							
19.I have the information I need to do a job effectively.							
20.I receive effective support from my immediate colleagues.							

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
21. I receive effective support from my immediate manager.						
22. The senior leaders within the organization inspire employees to do their best.						
23. My immediate manager inspires me to do my best.						
24. This organization takes a genuine interest in the well-being of employees.						
25. I am kept informed about matters that affect me.						
26. I receive regular feedback on satisfaction levels from users of our services.						
27. The organization behaves according to public service ethics.						
28. Our leaders are working together effectively to make the organization successful.						
29. I feel able to express concerns I may have at work.						
30. This organization lives its values in its day-to-day actions.						
31. The better my performance the better my pay will be.						
32. I am fairly rewarded for the work I do.						
33. There are opportunities for me to advance my career in this organization.						
34. I receive effective support to develop my skills and talents.						
35. I receive effective coaching from colleagues to help me improve my performance.						
36. It is clear to employees how to advance in this organisation						
37. This organization accommodates the personal circumstances of employees (e.g., child or elder care, disability etc.)						
38. There is support at work for employees to balance their work and personal life.						
39. The organisation treats me with respect as an individual.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree		Don't Know
40. The organization is fair and unbiased in its treatment of all employees.							
41. This organisation's services are delivered effectively.							
42. I would recommend this organisation as a place to work.							
43. I receive a fair return (financial rewards, job satisfaction, etc.) from the organisation for the effort I give (effort, performance) in my job.							
44. Poor performance is not accepted where I work.							
45. I receive regular and helpful feedback on how well I am doing.							
46. I have the resources I need to do my job effectively.							
47. I have the opportunity to socialize with other colleagues.							
48. When I do a good job others in the organisation recognise it.							
49. In the last year I have observed bullying in this organisation.							
50. My organisation has a good recognition award scheme that rewards one off achievements.							

How do you rate the following?

	Very Good	Good	Average	Poor	Very Poor		Don't Know
51. I am encouraged to take reasonable risks in my work.							
52. When things go wrong, our team learns from mistakes rather than seeking to blame others.							
53. This organisation genuinely cares about me as an individual.							
54. Management expects a high level of performance from its employees.							
55. Your physical working environment (e.g. noise space, light, ventilation etc.) on helping you to do your job well.							
56. The safety of your work area.							
57. The amount of support you receive from other departments upon whom you depend.							
58. Your organisation on having up to date information technology.							
59. Your pay, compared to similar jobs in other similar organizations.							
60. Your benefits package, compared to similar jobs in other similar organizations.							
61. Your job security.							

How satisfied are you with each of the following?

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied		Don't Know
62. All things considered, how satisfied are you with the opportunities to progress in this organisation?							
63. All things considered, how satisfied are you with your job (the kind of work you do)?							
64. All things considered, how satisfied are you with the rewards you receive?							

65. Your priorities at work.

Of all the 31 items listed below, select three that you feel this organisation most needs to address? Please mark only three from the 31 options listed.

Quality of Work	Enabling Environment
Feeling my work is valued	The physical working environment
Challenge/ interest of my work	Tools and equipment needed for my work
Achievement opportunities	Training for my current job
Appropriate freedom and autonomy	Sound IT and work processes
Manageable workload	Safety and personal security
Quality of working relationships	

Inspiration Values	Tangible Rewards
Quality of our leaders	Competitiveness of my pay
Serving the public	Good benefits
Reputation of my organisation	Incentives for high performance
Appropriate risk sharing between me and my employer	Recognition awards
Recognition for my achievements	Fairness of reward
Dialogue/ consultation and communication	
Promotion of diversity	

Work/ life Balance	Future Growth Opportunity
Supportive environment for staff	Learning and development beyond my current role
Recognition of life cycle needs e.g. caring responsibilities	Career advancement opportunities
Flexible work and retirement options	Regular feedback on my performance
Security of income	
The social environment at work	

Your responses to this information will not be fed back to your organisation.

Hay Group will use this data to look for overall patterns only.

66. Do you manage other people in your role?

- Yes
- No

67. How long have you worked for this organisation?

- Less than 1 year
- More than 1 year but less than 5 years
- More than 5 years but less than 10 years
- More than 10 years but less than 15 years
- More than 15 years but less than 20 years
- More than 20 years but less than 25 years
- More than 25 years but less than 30 years
- More than 30 years

68. Select one of the following options that best applies to you

- British
- Irish
- Any other White background, please write in Q68V
- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed background, please write in Q68W
- Indian
- Pakistani
- Bangladeshi
- Any other Asian background, please write in Q68X
- Caribbean
- African
- Any other Black background, please write in Q68Y
- Chinese
- Any other, please write in Q68Z

68V. White Other

68W. Mixed Other

68X. Asian Other

68Y. Black Other

68Z. Other

Do you have any caring responsibilities at home?

- Yes – Childcare (under 14)
- Yes – Eldercare (e.g. parents)
- Yes – Other e.g. disabled relative/ partner
- No

Are you ...?

- Male
- Female

Please type your age in the box below.

What is your contractual status?

- Part Time
- Full Time