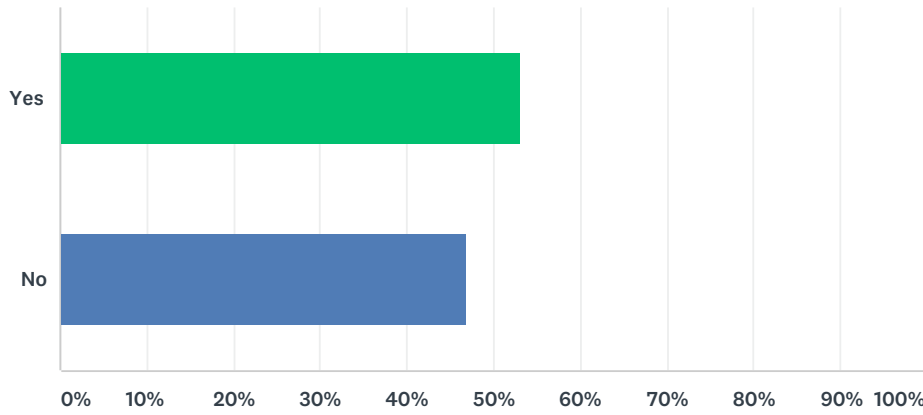


What are your views on line management in healthcare?

Q1 Are you a line manager with responsibility for 1 or more staff?

Answered: 292 Skipped: 0

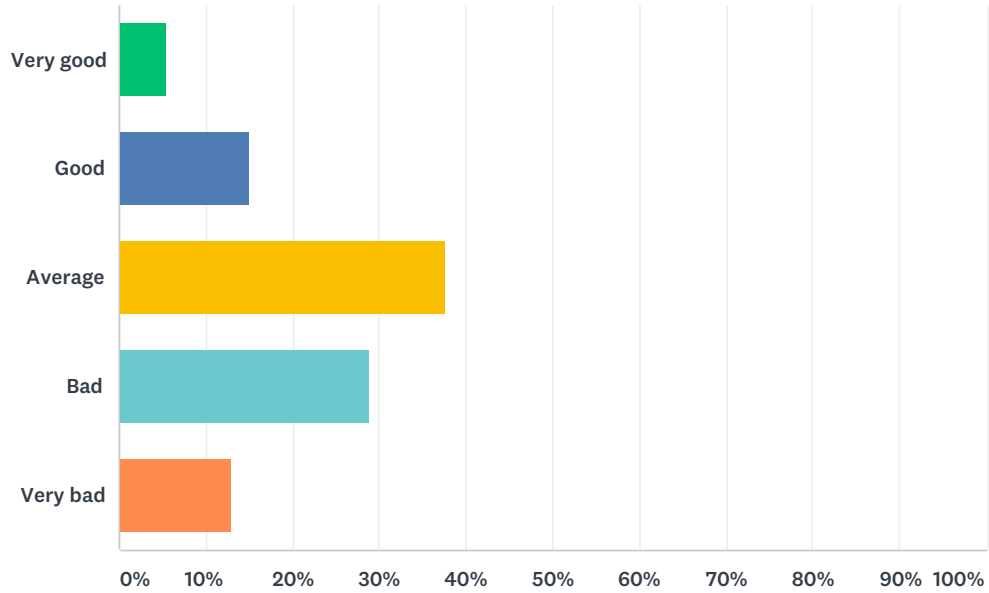


ANSWER CHOICES	RESPONSES	
Yes	53.08%	155
No	46.92%	137
TOTAL		292

What are your views on line management in healthcare?

Q2 How do you view the management culture at your organisation?

Answered: 292 Skipped: 0

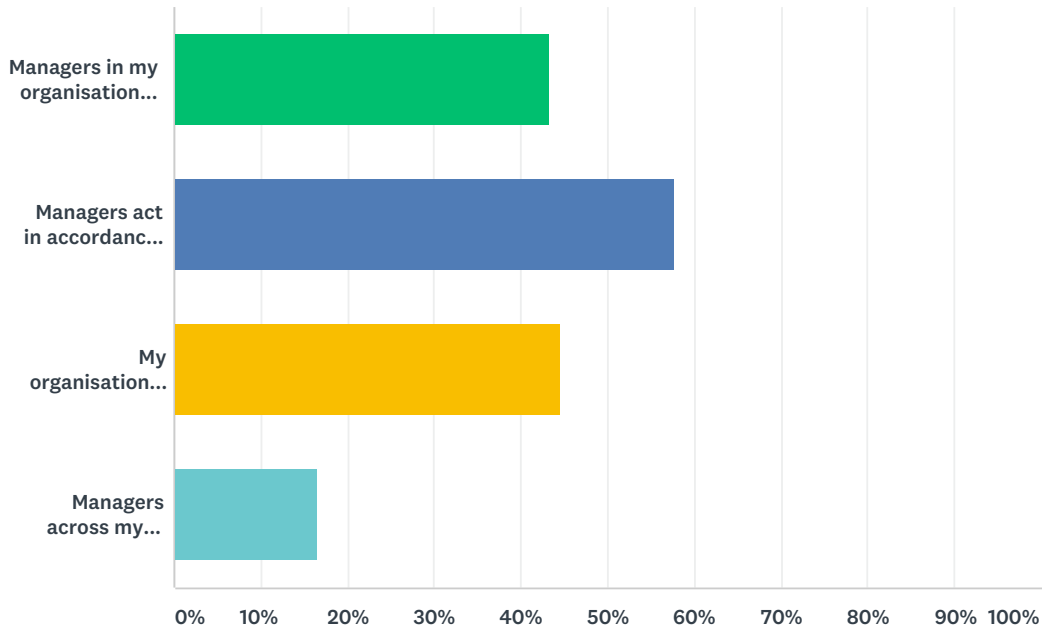


ANSWER CHOICES	RESPONSES	
Very good	5.48%	16
Good	15.07%	44
Average	37.67%	110
Bad	28.77%	84
Very bad	13.01%	38
TOTAL		292

What are your views on line management in healthcare?

Q3 Have you observed or experienced any of the following good line management practices in your workplace? (tick all that apply)

Answered: 182 Skipped: 110

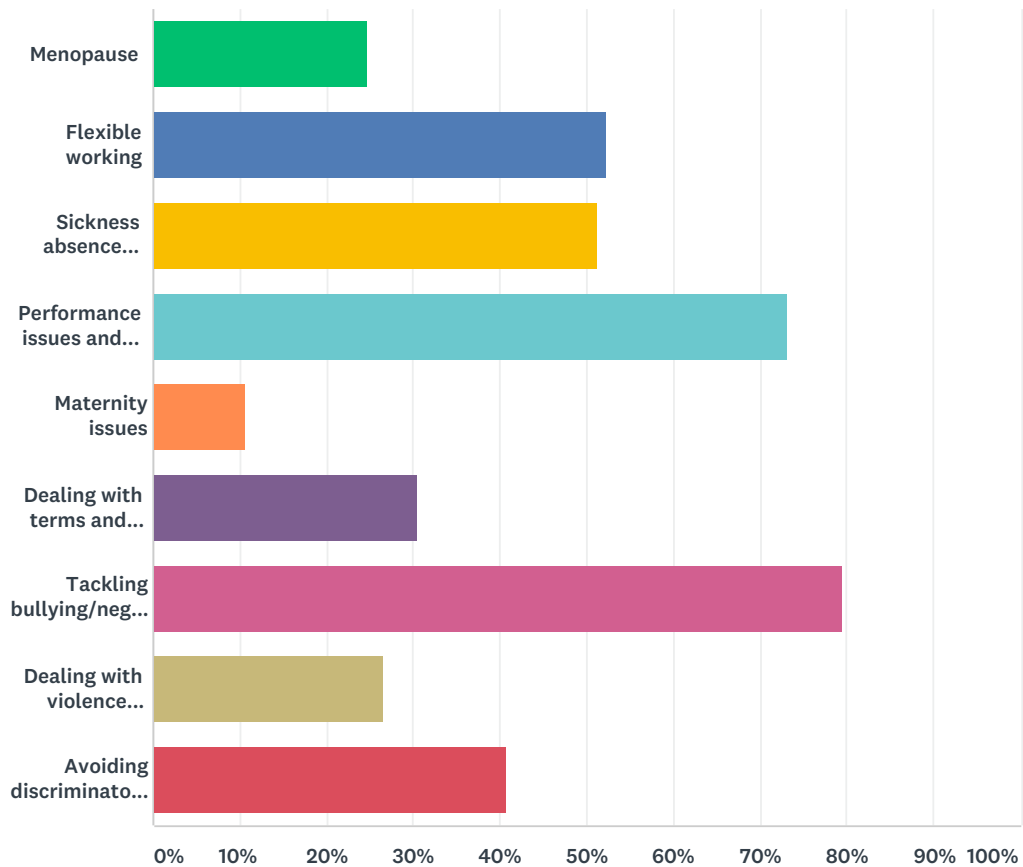


ANSWER CHOICES	RESPONSES	
Managers in my organisation usually nip problems in the bud to stop them escalating	43.41%	79
Managers act in accordance with the espoused values of the organisation/the NHS	57.69%	105
My organisation supports line managers to tackle problems and have difficult conversations	44.51%	81
Managers across my organisation act consistently	16.48%	30
Total Respondents: 182		

What are your views on line management in healthcare?

Q4 Are there specific issues that managers in your workplace need more support on? (tick all that apply)

Answered: 279 Skipped: 13

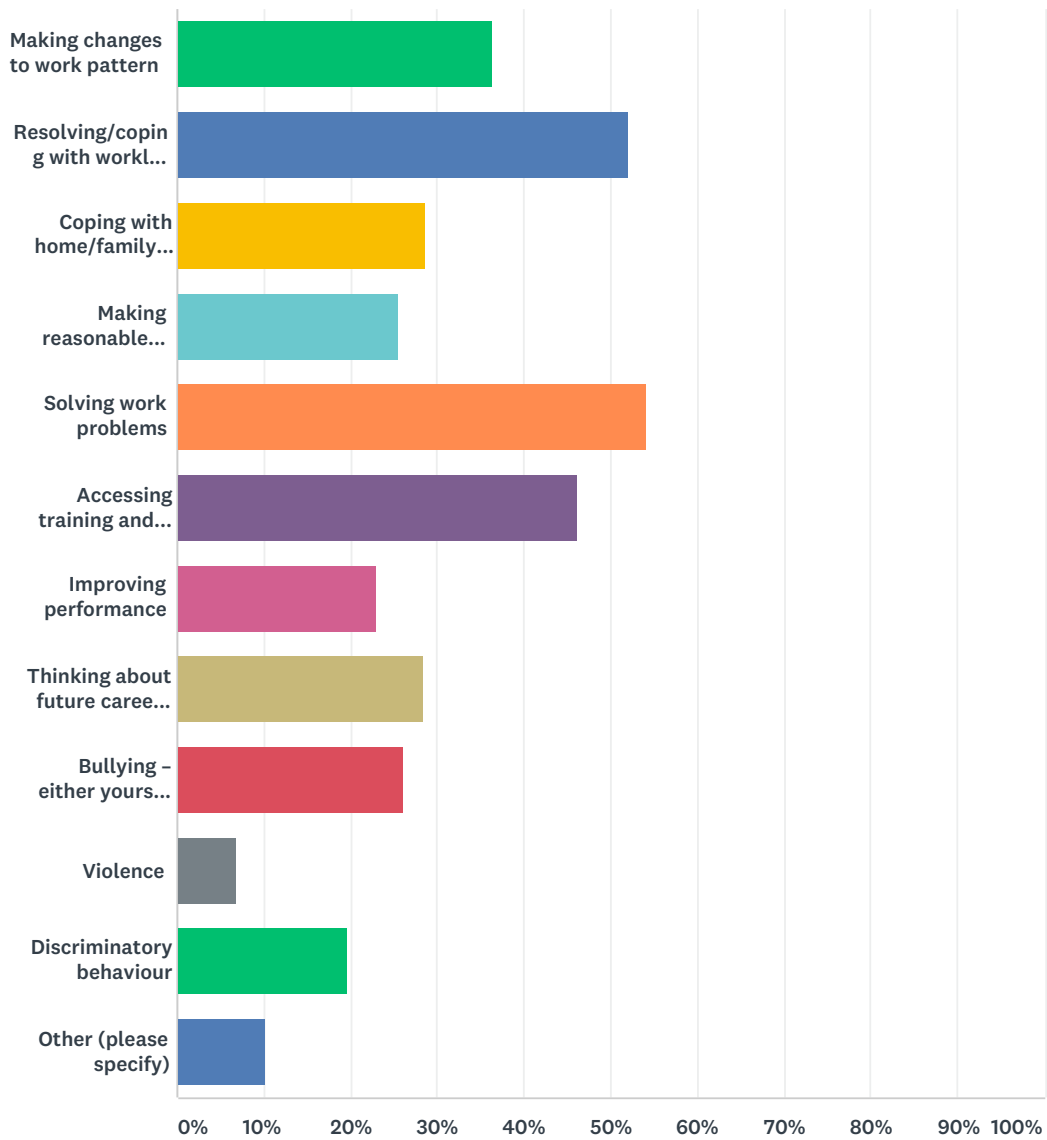


ANSWER CHOICES	RESPONSES	
Menopause	24.73%	69
Flexible working	52.33%	146
Sickness absence management	51.25%	143
Performance issues and feedback	73.12%	204
Maternity issues	10.75%	30
Dealing with terms and conditions	30.47%	85
Tackling bullying/negative behaviour	79.57%	222
Dealing with violence against staff	26.52%	74
Avoiding discriminatory behaviour	40.86%	114
Total Respondents: 279		

What are your views on line management in healthcare?

Q5 Have you accessed help from a line manager with any of the following tasks over the past 12 months? (tick all that apply)

Answered: 275 Skipped: 17



ANSWER CHOICES	RESPONSES	
Making changes to work pattern	36.36%	100
Resolving/coping with workload issues	52.00%	143
Coping with home/family issues	28.73%	79
Making reasonable adjustments to work	25.45%	70
Solving work problems	54.18%	149
Accessing training and development support	46.18%	127
Improving performance	22.91%	63

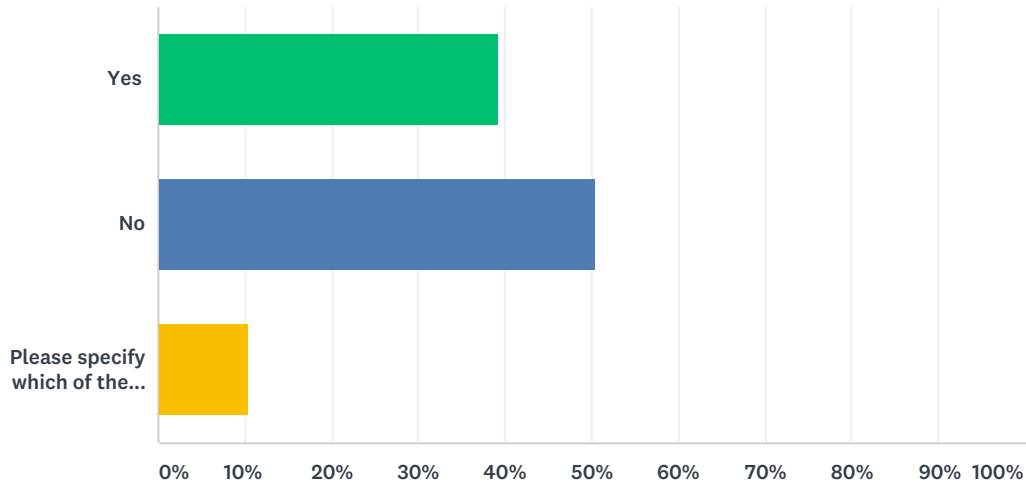
What are your views on line management in healthcare?

Thinking about future career planning and options	28.36%	78
Bullying – either yourself or of a peer	26.18%	72
Violence	6.91%	19
Discriminatory behaviour	19.64%	54
Other (please specify)	10.18%	28
Total Respondents: 275		

What are your views on line management in healthcare?

Q6 If you accessed help from a line manager with any of these tasks, was it done well?

Answered: 270 Skipped: 22

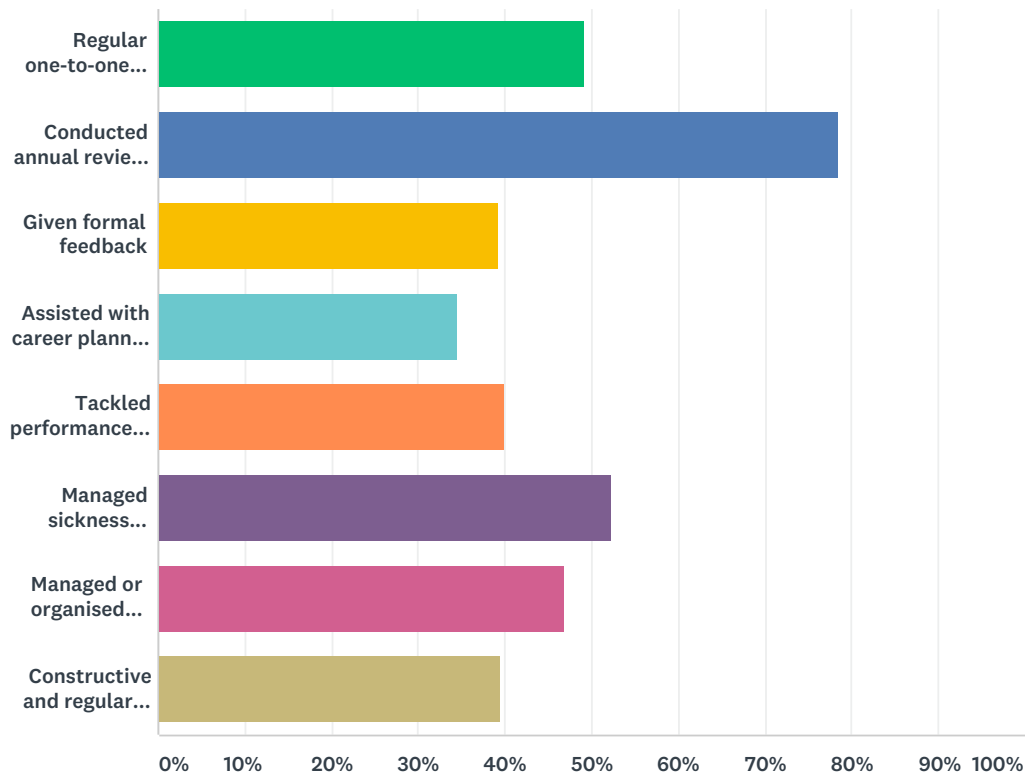


ANSWER CHOICES	RESPONSES	
Yes	39.26%	106
No	50.37%	136
Please specify which of the tasks you accessed help with	10.37%	28
TOTAL		270

What are your views on line management in healthcare?

Q7 Which of the following have you done or seen done by your managers in the last two years? (tick all that apply)

Answered: 275 Skipped: 17

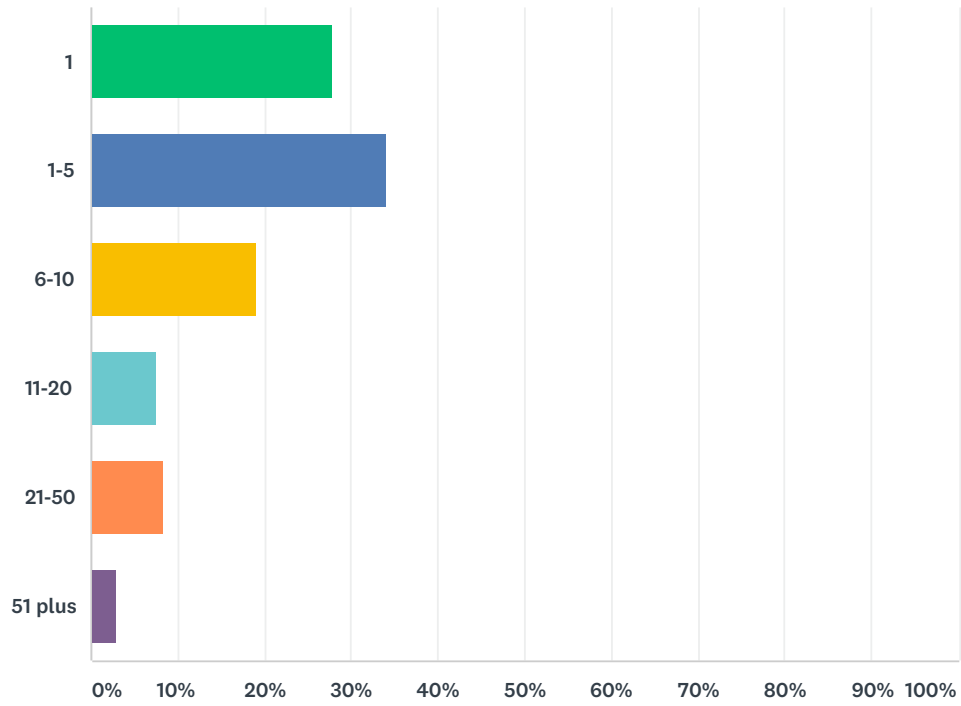


ANSWER CHOICES	RESPONSES	
Regular one-to-one meetings	49.09%	135
Conducted annual review meetings/appraisal	78.55%	216
Given formal feedback	39.27%	108
Assisted with career planning and support for development	34.55%	95
Tackled performance issues – yours or a colleague's	40.00%	110
Managed sickness absence issues – yours or a colleague's	52.36%	144
Managed or organised change across a team/area/service	46.91%	129
Constructive and regular informal feedback	39.64%	109
Total Respondents: 275		

What are your views on line management in healthcare?

Q8 How many direct reports do you have?

Answered: 237 Skipped: 55

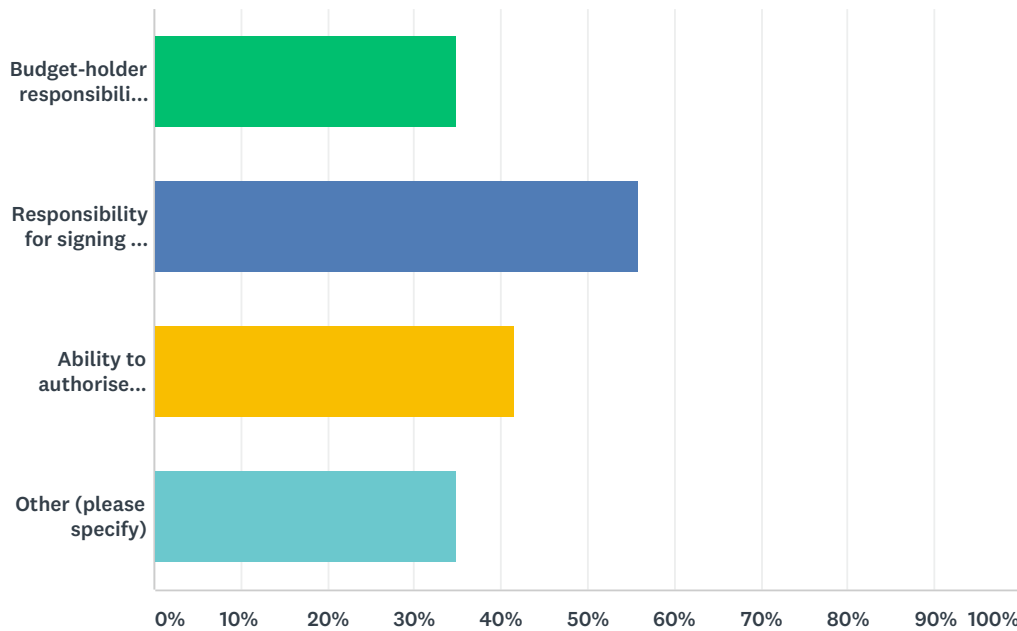


ANSWER CHOICES	RESPONSES	
1	27.85%	66
1-5	34.18%	81
6-10	18.99%	45
11-20	7.59%	18
21-50	8.44%	20
51 plus	2.95%	7
TOTAL		237

What are your views on line management in healthcare?

Q9 Which of the following responsibilities and abilities do you have (please tick all that apply)?

Answered: 195 Skipped: 97

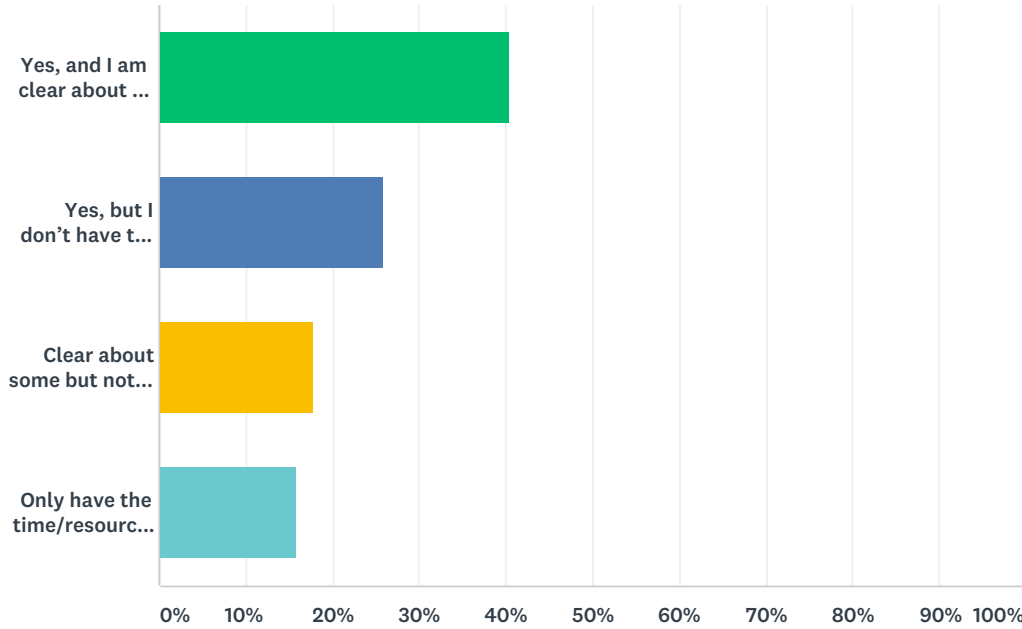


ANSWER CHOICES	RESPONSES	
Budget-holder responsibility for staffing needs for your ward/team	34.87%	68
Responsibility for signing off staffing rotas	55.90%	109
Ability to authorise additional staffing	41.54%	81
Other (please specify)	34.87%	68
Total Respondents: 195		

What are your views on line management in healthcare?

Q10 Are you clear about the tasks you are supposed to do as a manager?

Answered: 208 Skipped: 84

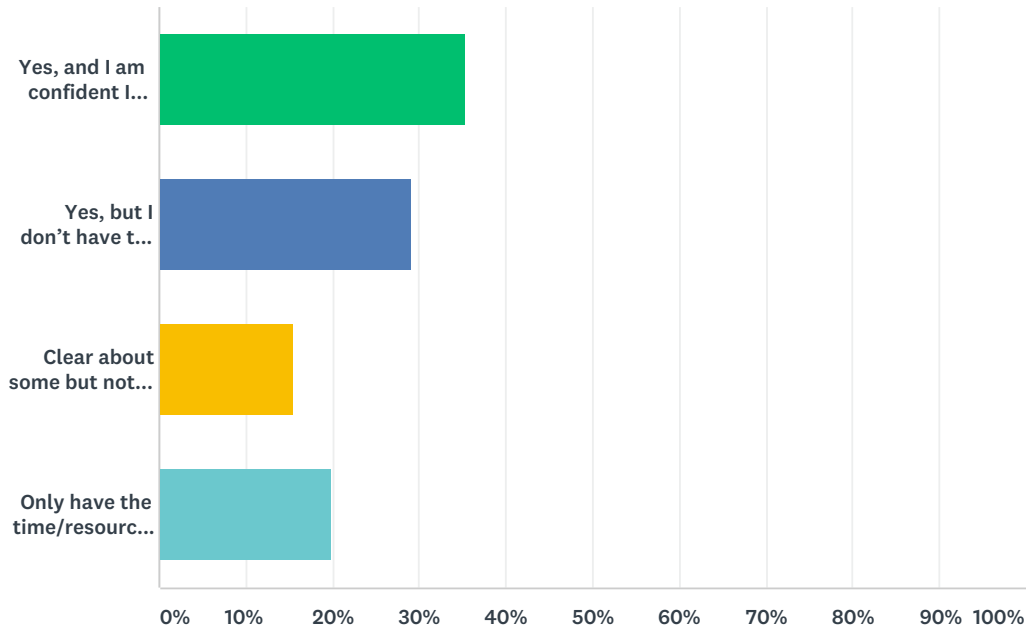


ANSWER CHOICES	RESPONSES	
Yes, and I am clear about the tasks	40.38%	84
Yes, but I don't have the time or resources to do them	25.96%	54
Clear about some but not all	17.79%	37
Only have the time/resource to focus on the most pressing issues	15.87%	33
TOTAL		208

What are your views on line management in healthcare?

Q11 Are you clear about the standards you are expected to meet as a manager?

Answered: 206 Skipped: 86

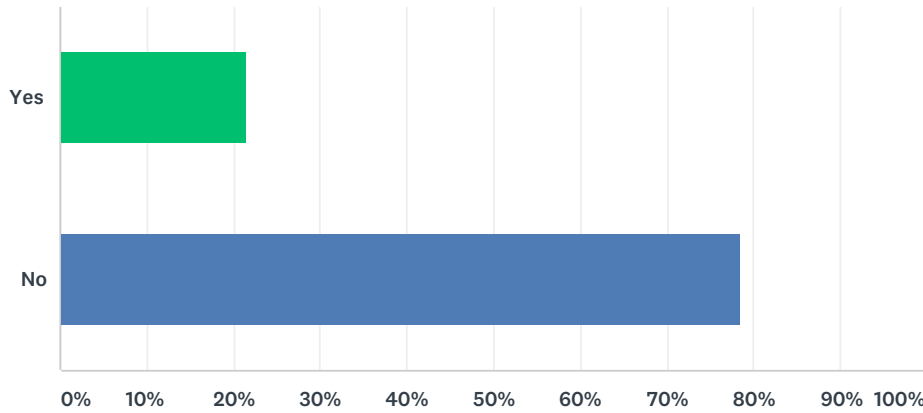


ANSWER CHOICES	RESPONSES	
Yes, and I am confident I meet the standards	35.44%	73
Yes, but I don't have the time or resources to meet these expectations	29.13%	60
Clear about some but not all	15.53%	32
Only have the time/resource to focus on the most pressing issues	19.90%	41
TOTAL		206

What are your views on line management in healthcare?

Q12 Do you normally have enough time to carry out your management role as you would like to?

Answered: 209 Skipped: 83

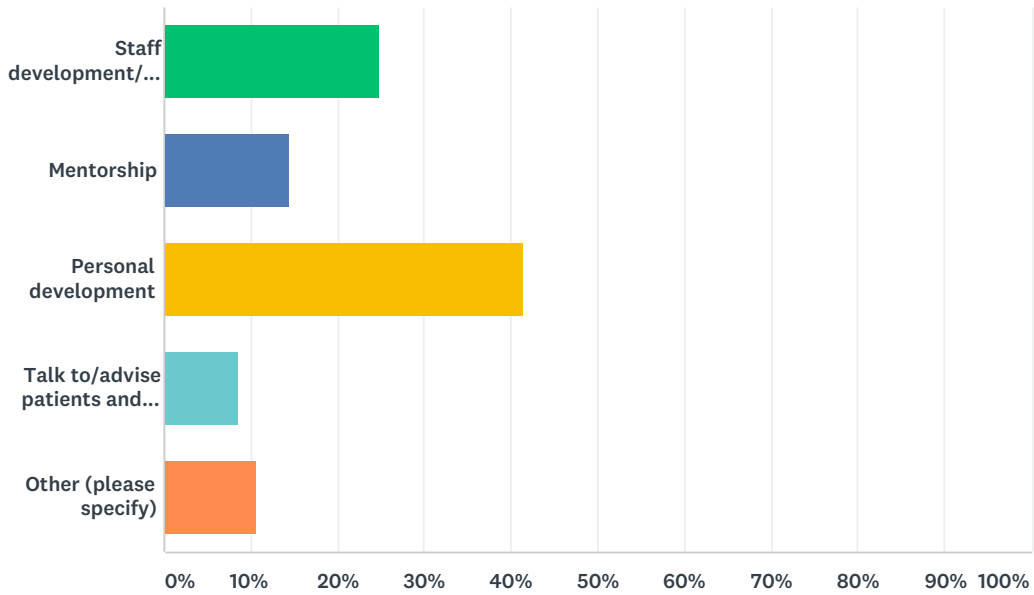


ANSWER CHOICES	RESPONSES	
Yes	21.53%	45
No	78.47%	164
TOTAL		209

What are your views on line management in healthcare?

Q13 If no, what tasks are most likely to be left undone?

Answered: 188 Skipped: 104

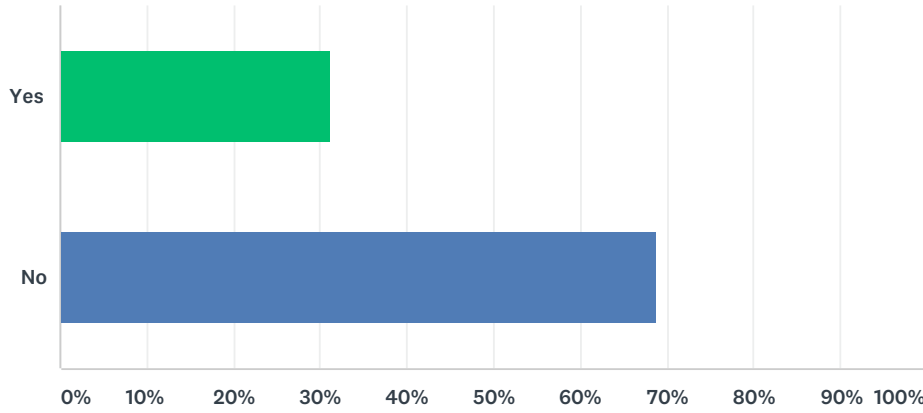


ANSWER CHOICES	RESPONSES	
Staff development/appraisals	25.00%	47
Mentorship	14.36%	27
Personal development	41.49%	78
Talk to/advice patients and families	8.51%	16
Other (please specify)	10.64%	20
TOTAL		188

What are your views on line management in healthcare?

Q14 Do you have supervisory/supernumerary status?

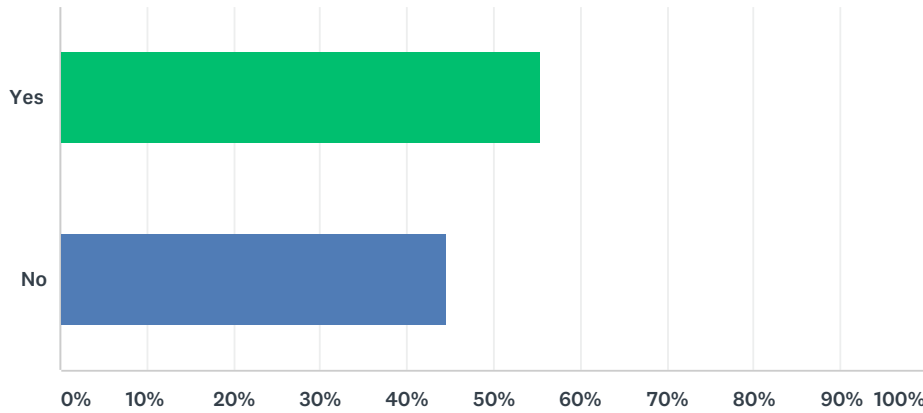
Answered: 238 Skipped: 54



ANSWER CHOICES	RESPONSES	
Yes	31.09%	74
No	68.91%	164
TOTAL		238

Q15 Do you feel any conflict between your duties as a professional registrant and managerial financial responsibility to board?

Answered: 215 Skipped: 77

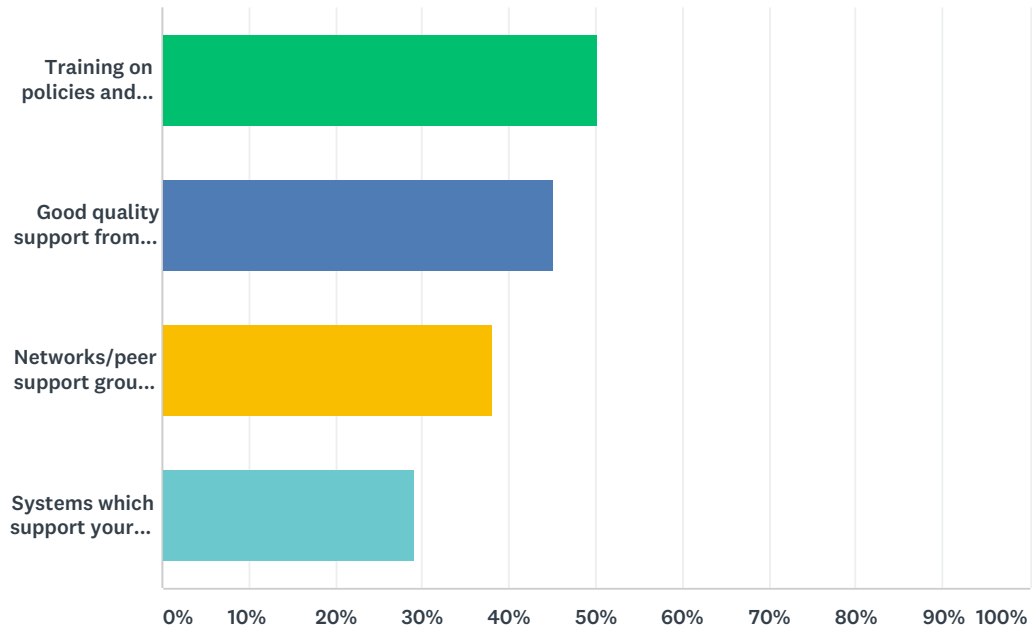


ANSWER CHOICES	RESPONSES	
Yes	55.35%	119
No	44.65%	96
TOTAL		215

What are your views on line management in healthcare?

Q16 Which of the following do you have access to in your workplace?

Answered: 179 Skipped: 113

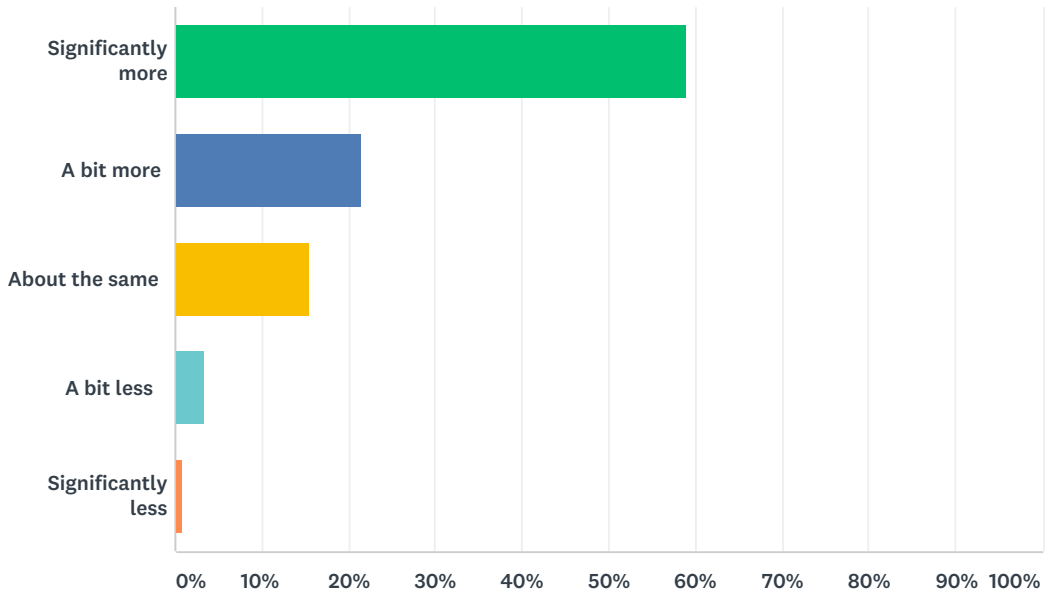


ANSWER CHOICES	RESPONSES
Training on policies and line management role before undertaking any line management tasks	50.28% 90
Good quality support from HR on policy/procedure issues	45.25% 81
Networks/peer support groups for line managers	37.99% 68
Systems which support your line management role, such as automatic process reminders for exit interviews, sickness triggers, Keep In Touch calls	29.05% 52
Total Respondents: 179	

What are your views on line management in healthcare?

Q17 Do you feel you are currently under more or less pressure than you were this time 12 months ago?

Answered: 246 Skipped: 46

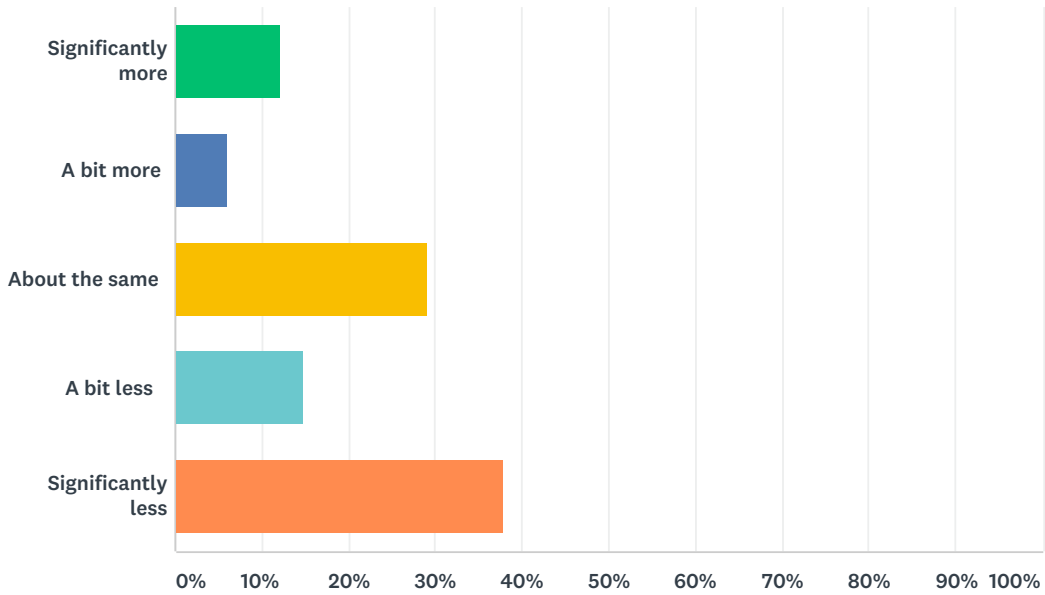


ANSWER CHOICES	RESPONSES	
Significantly more	58.94%	145
A bit more	21.54%	53
About the same	15.45%	38
A bit less	3.25%	8
Significantly less	0.81%	2
TOTAL		246

What are your views on line management in healthcare?

Q18 Do you feel you have more or less time to dedicate to management tasks and responsibilities than you did at this time 12 months ago?

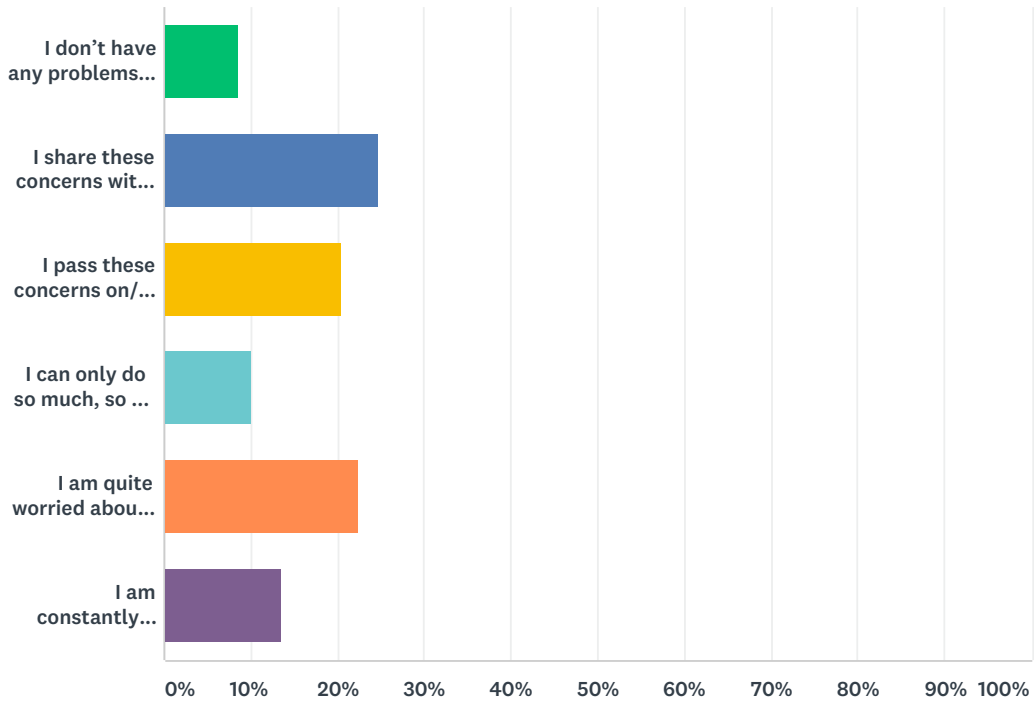
Answered: 216 Skipped: 76



ANSWER CHOICES	RESPONSES	
Significantly more	12.04%	26
A bit more	6.02%	13
About the same	29.17%	63
A bit less	14.81%	32
Significantly less	37.96%	82
TOTAL		216

Q19 Which of these sentences best reflects how you feel about your management responsibilities?

Answered: 219 Skipped: 73

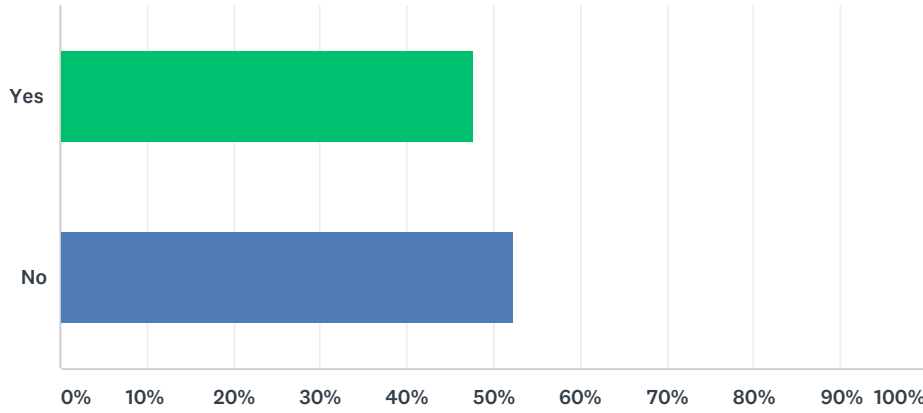


ANSWER CHOICES	RESPONSES	
I don't have any problems in fitting all my management tasks in	8.68%	19
I share these concerns with my own manager and we agree the priority areas	24.66%	54
I pass these concerns on/up and nothing gets done	20.55%	45
I can only do so much, so I focus on what I think is important and try to forget the rest	10.05%	22
I am quite worried about all the things I haven't had time to do	22.37%	49
I am constantly worried that I am going to forget something important	13.70%	30
TOTAL		219

What are your views on line management in healthcare?

Q20 Have you ever received training for your role as a line manager?

Answered: 214 Skipped: 78

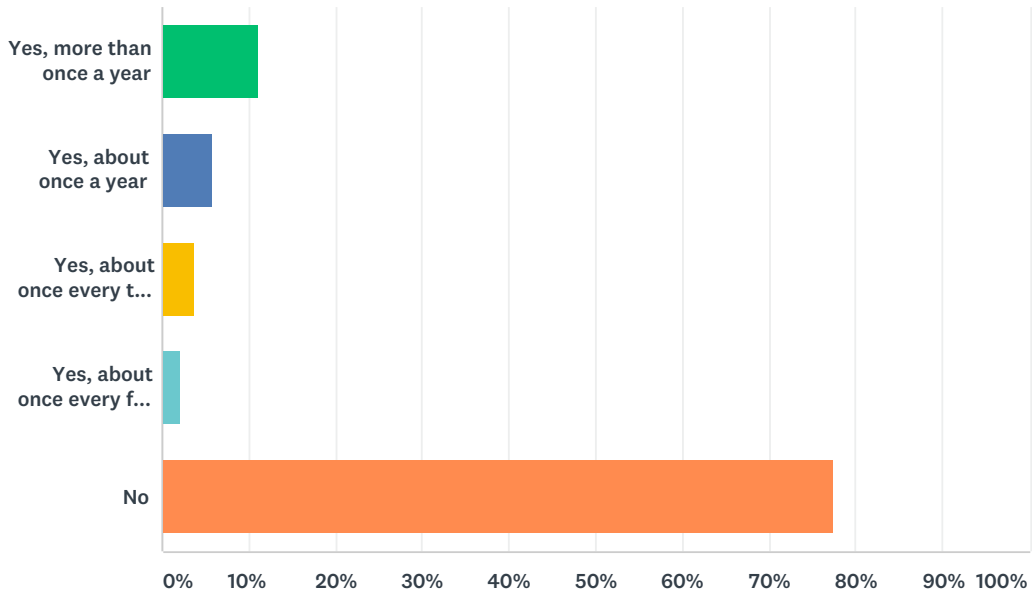


ANSWER CHOICES	RESPONSES	
Yes	47.66%	102
No	52.34%	112
TOTAL		214

What are your views on line management in healthcare?

Q21 If yes, do you receive regular updates on your management training?

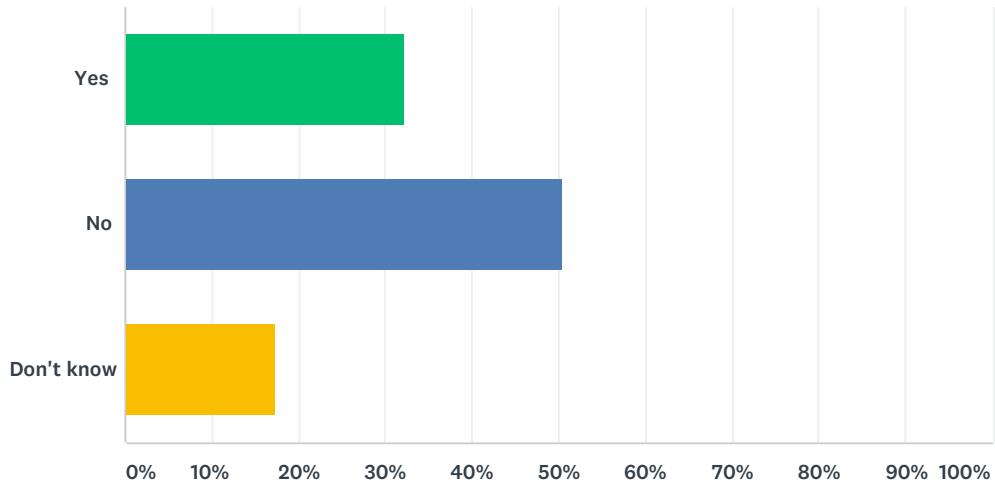
Answered: 190 Skipped: 102



ANSWER CHOICES	RESPONSES	
Yes, more than once a year	11.05%	21
Yes, about once a year	5.79%	11
Yes, about once every two years	3.68%	7
Yes, about once every five years	2.11%	4
No	77.37%	147
TOTAL		190

Q22 Do you feel you have received appropriate levels of management training for your role?

Answered: 214 Skipped: 78

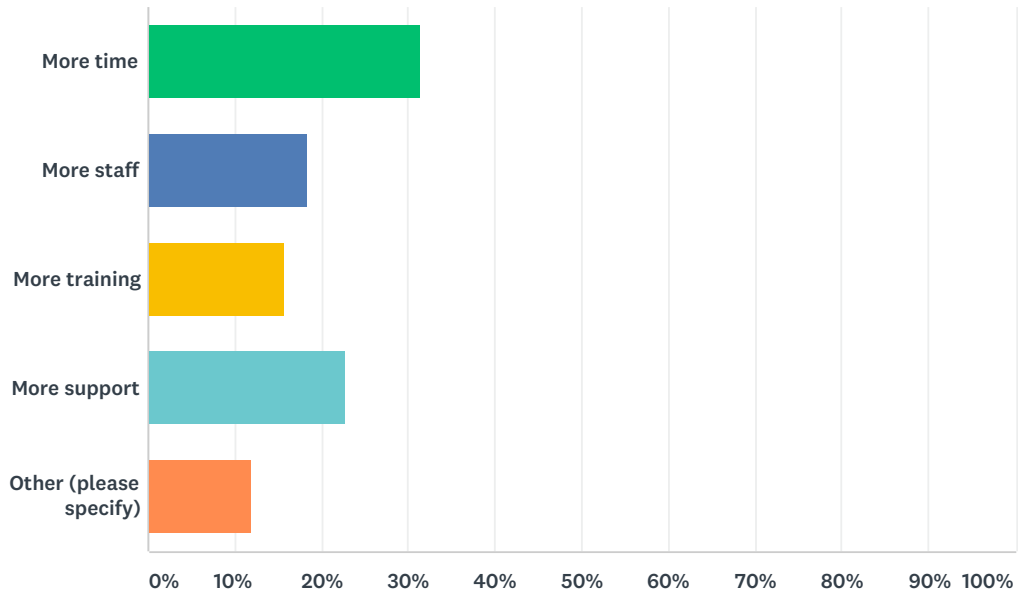


ANSWER CHOICES	RESPONSES	
Yes	32.24%	69
No	50.47%	108
Don't know	17.29%	37
TOTAL		214

What are your views on line management in healthcare?

Q23 What one thing do you feel would be most useful to improve your performance as a manager?

Answered: 211 Skipped: 81

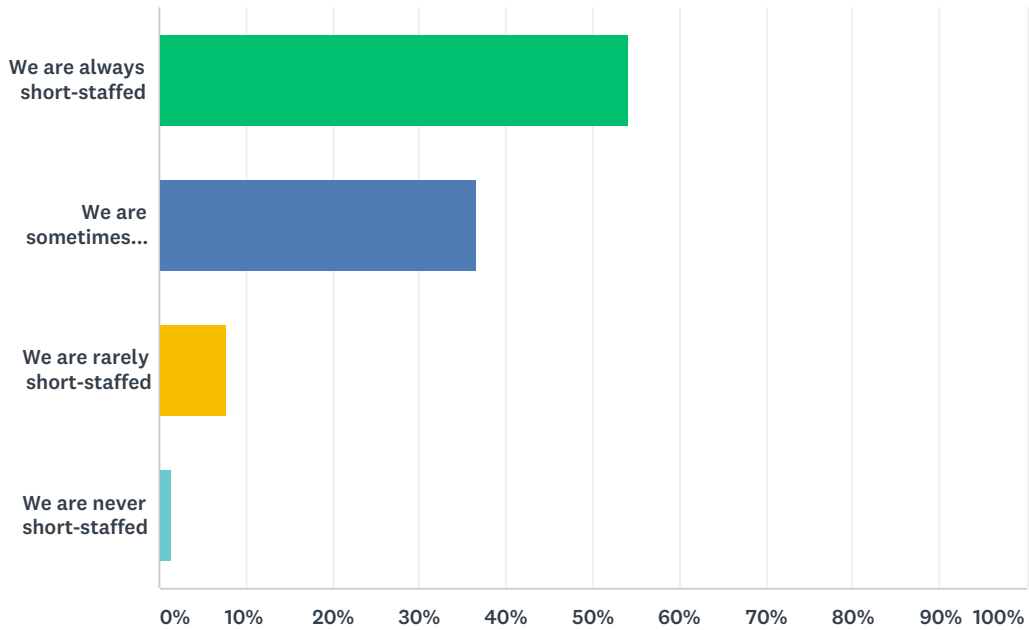


ANSWER CHOICES	RESPONSES	
More time	31.28%	66
More staff	18.48%	39
More training	15.64%	33
More support	22.75%	48
Other (please specify)	11.85%	25
TOTAL		211

What are your views on line management in healthcare?

Q24 How would you rate staffing levels on your ward, team or setting?

Answered: 260 Skipped: 32

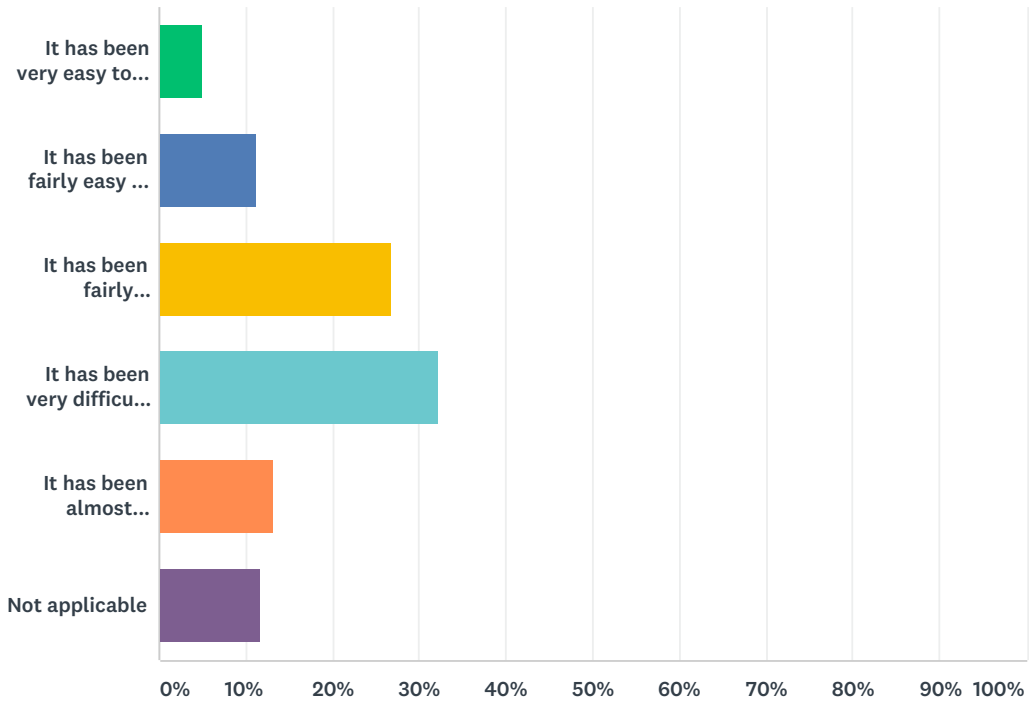


ANSWER CHOICES	RESPONSES
We are always short-staffed	54.23% 141
We are sometimes short-staffed	36.54% 95
We are rarely short-staffed	7.69% 20
We are never short-staffed	1.54% 4
TOTAL	260

What are your views on line management in healthcare?

Q25 How easy or difficult has it been for your ward, unit or team to fill vacant nursing posts over the last 12 months?

Answered: 258 Skipped: 34

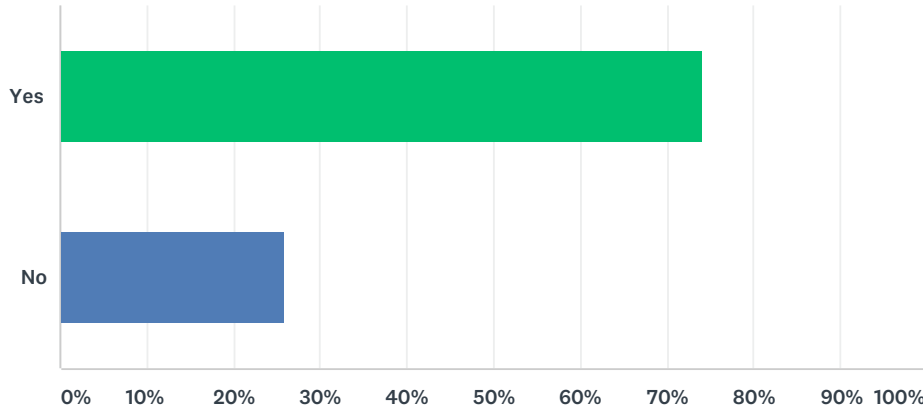


ANSWER CHOICES	RESPONSES	
It has been very easy to recruit new staff	5.04%	13
It has been fairly easy to recruit new staff	11.24%	29
It has been fairly difficult to recruit new staff	26.74%	69
It has been very difficult to recruit new staff	32.17%	83
It has been almost impossible to recruit new staff	13.18%	34
Not applicable	11.63%	30
TOTAL		258

What are your views on line management in healthcare?

Q26 Do you have a local trade union steward?

Answered: 265 Skipped: 27

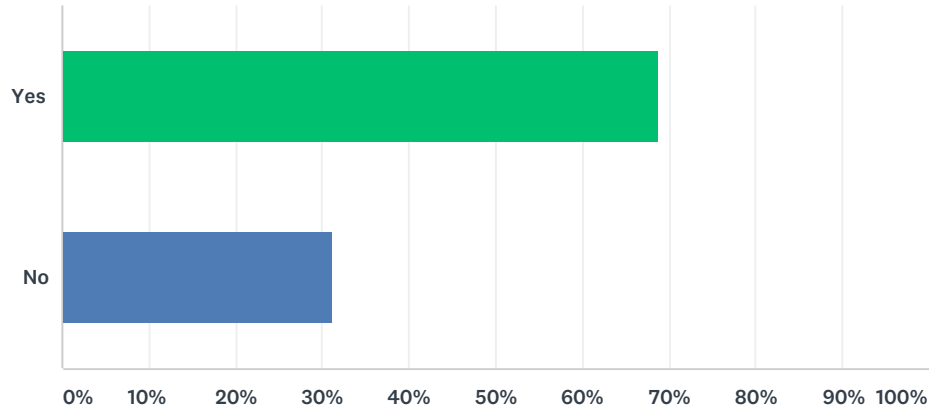


ANSWER CHOICES	RESPONSES	
Yes	73.96%	196
No	26.04%	69
TOTAL		265

What are your views on line management in healthcare?

Q27 Do you understand their role?

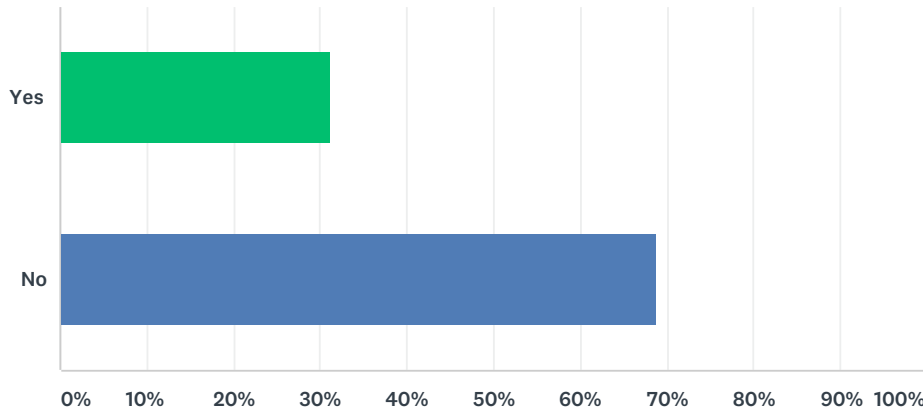
Answered: 251 Skipped: 41



ANSWER CHOICES	RESPONSES	
Yes	68.92%	173
No	31.08%	78
TOTAL		251

Q28 Have you worked with your steward to tackle any of the issues covered in this survey?

Answered: 250 Skipped: 42



ANSWER CHOICES	RESPONSES	
Yes	31.20%	78
No	68.80%	172
TOTAL		250

What are your views on line management in healthcare?

Q29 If you answered yes to the previous question, how would you describe this experience

Answered: 95 Skipped: 197

What are your views on line management in healthcare?

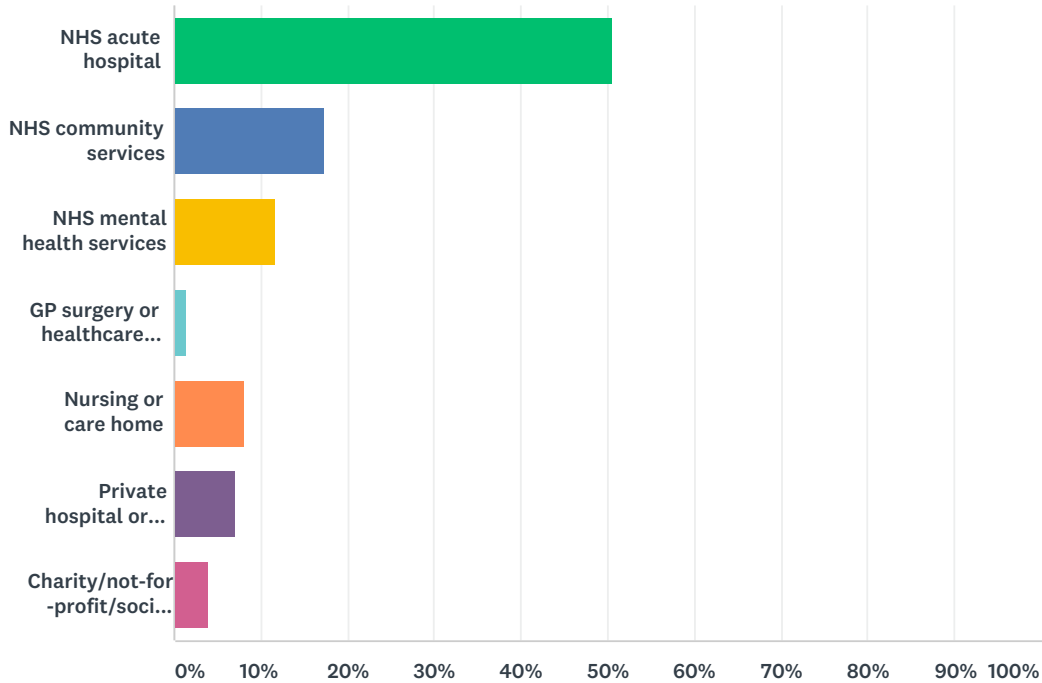
Q30 Please feel free to comment in more depth on the issues raised in this survey

Answered: 93 Skipped: 199

What are your views on line management in healthcare?

Q31 Which of the following best describes the setting you work in?

Answered: 283 Skipped: 9

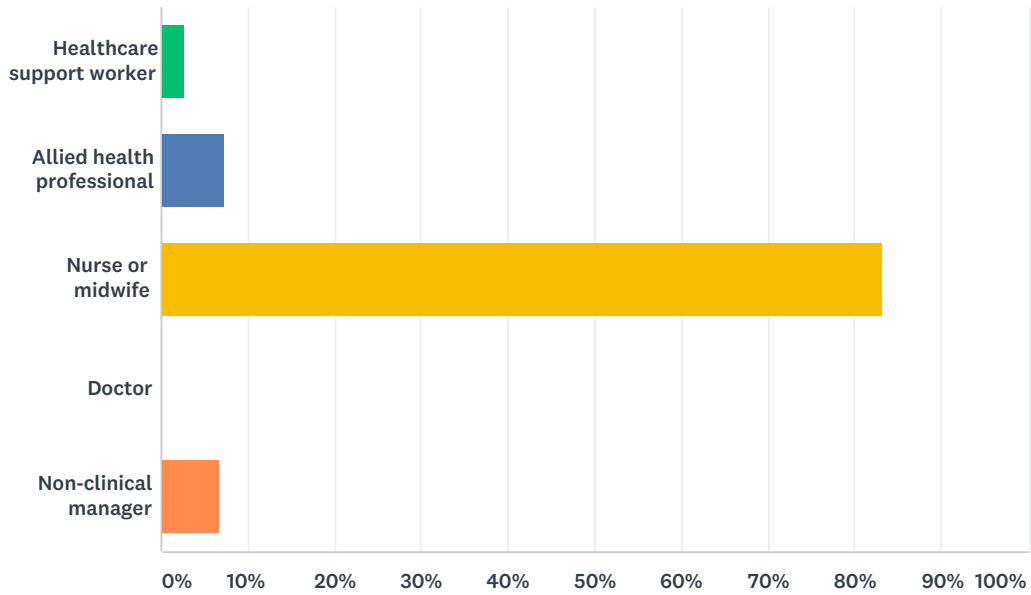


ANSWER CHOICES	RESPONSES	
NHS acute hospital	50.53%	143
NHS community services	17.31%	49
NHS mental health services	11.66%	33
GP surgery or healthcare centre	1.41%	4
Nursing or care home	8.13%	23
Private hospital or other independent sector setting	7.07%	20
Charity/not-for-profit/social enterprise	3.89%	11
TOTAL		283

What are your views on line management in healthcare?

Q32 Which of the following best describes the profession you work in?

Answered: 288 Skipped: 4

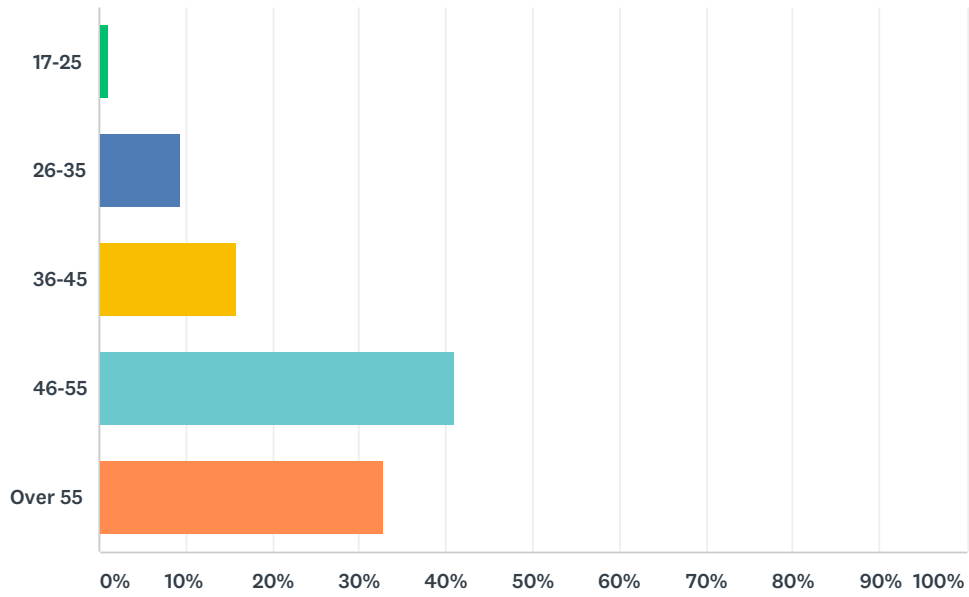


ANSWER CHOICES	RESPONSES
Healthcare support worker	2.78% 8
Allied health professional	7.29% 21
Nurse or midwife	83.33% 240
Doctor	0.00% 0
Non-clinical manager	6.60% 19
TOTAL	288

What are your views on line management in healthcare?

Q33 How old are you?

Answered: 290 Skipped: 2

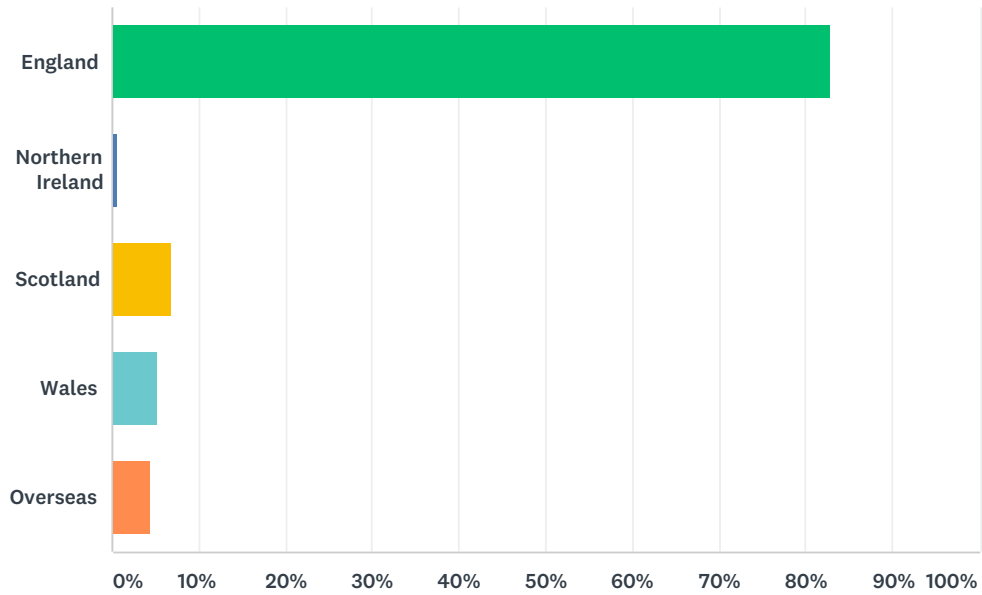


ANSWER CHOICES	RESPONSES
17-25	1.03% 3
26-35	9.31% 27
36-45	15.86% 46
46-55	41.03% 119
Over 55	32.76% 95
TOTAL	290

What are your views on line management in healthcare?

Q34 Which country do you work in?

Answered: 290 Skipped: 2

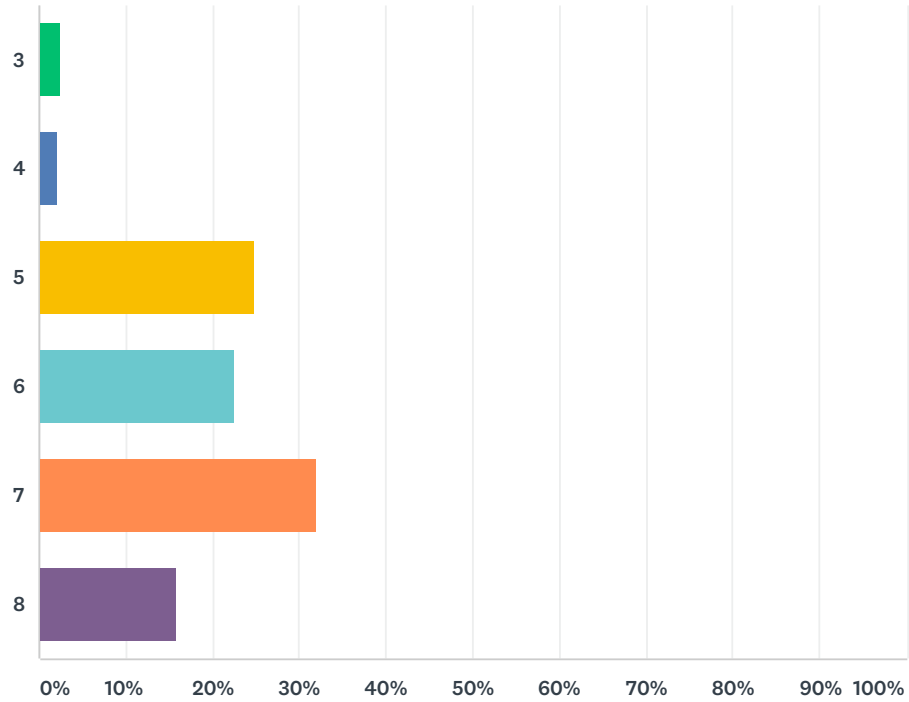


ANSWER CHOICES	RESPONSES	
England	82.76%	240
Northern Ireland	0.69%	2
Scotland	6.90%	20
Wales	5.17%	15
Overseas	4.48%	13
TOTAL		290

What are your views on line management in healthcare?

Q35 If you work in the NHS, what Agenda for Change band are you in?

Answered: 244 Skipped: 48



ANSWER CHOICES	RESPONSES	
3	2.46%	6
4	2.05%	5
5	25.00%	61
6	22.54%	55
7	31.97%	78
8	15.98%	39
TOTAL		244