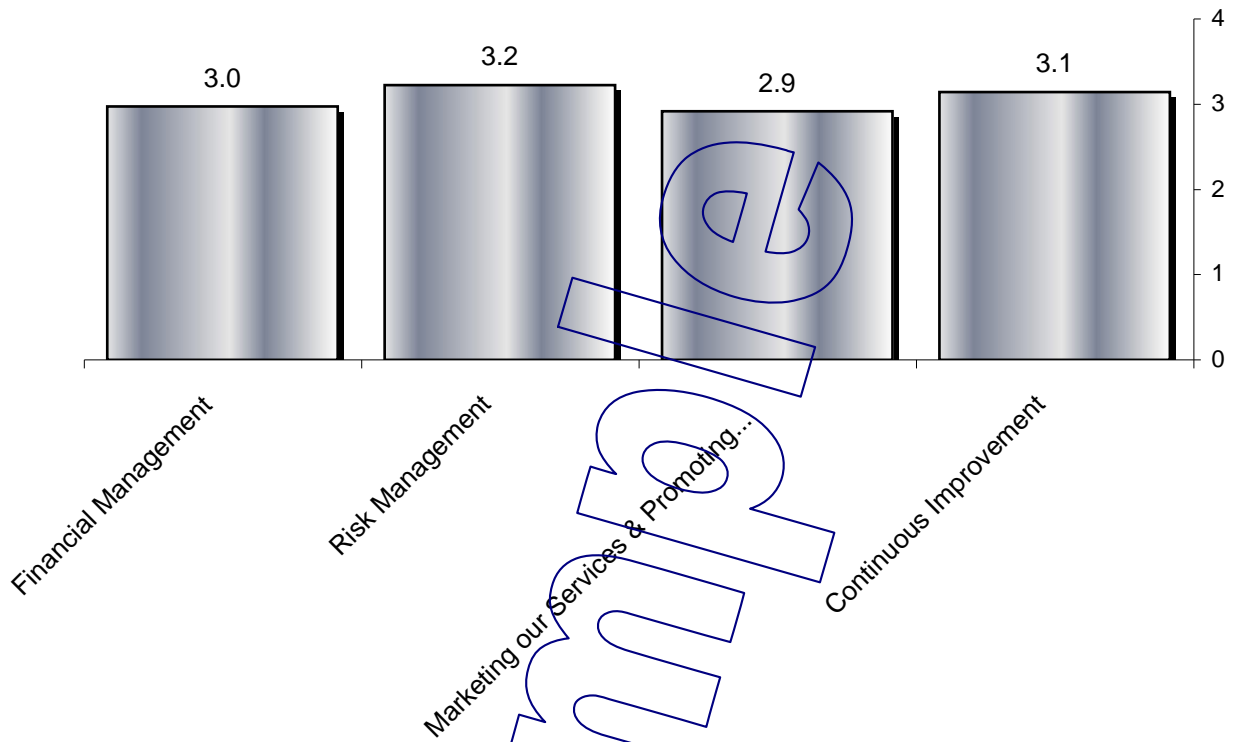


Combined average score as perceived by others

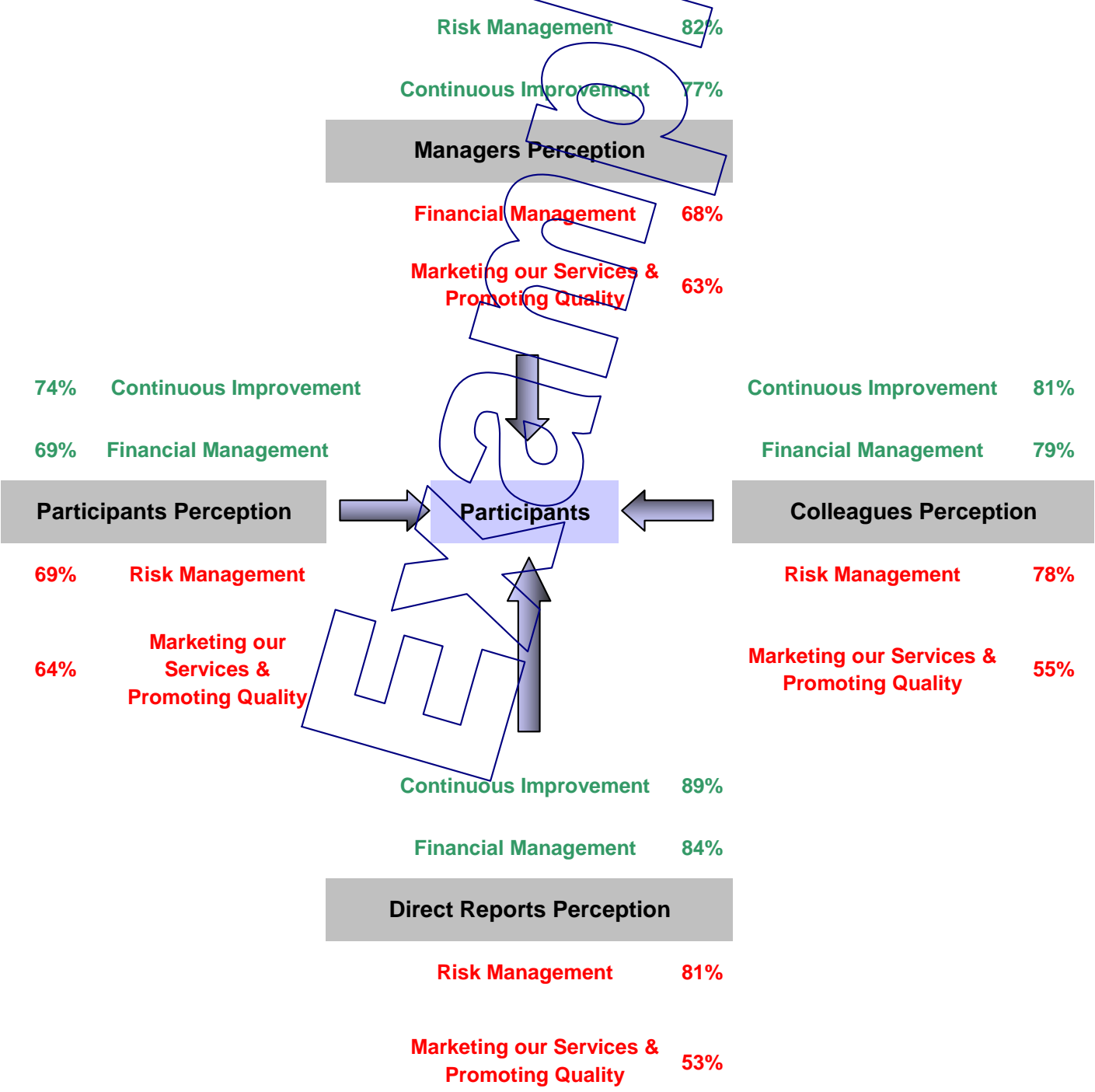


Ranked combined average score as perceived by others

Factor	Ave Score
Risk Management	3.2
Continuous Improvement	3.1
Financial Management	3.0
Marketing our Services & Promoting Quality	2.9

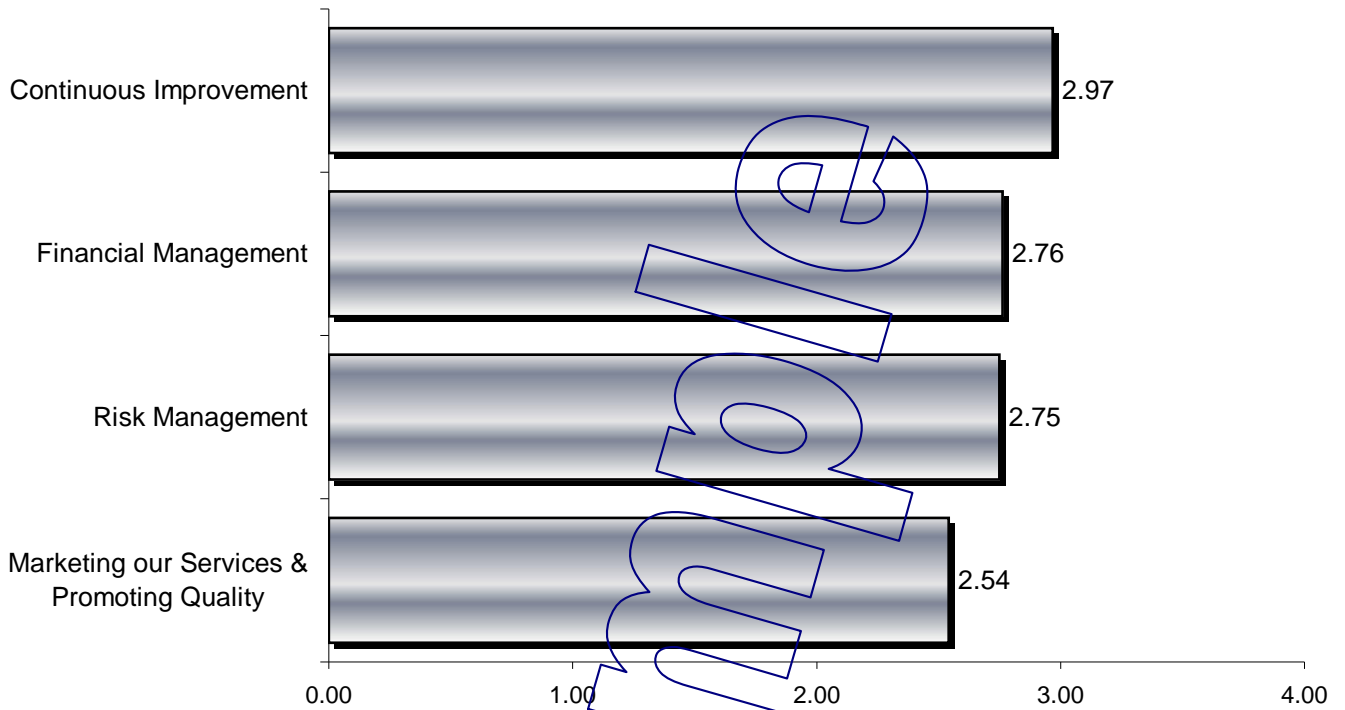
Highest and lowest factors as perceived by each population

Key: 0% - Never
 25% - Rarely
 50% - Sometimes
 75% - Frequently
 100% - Always

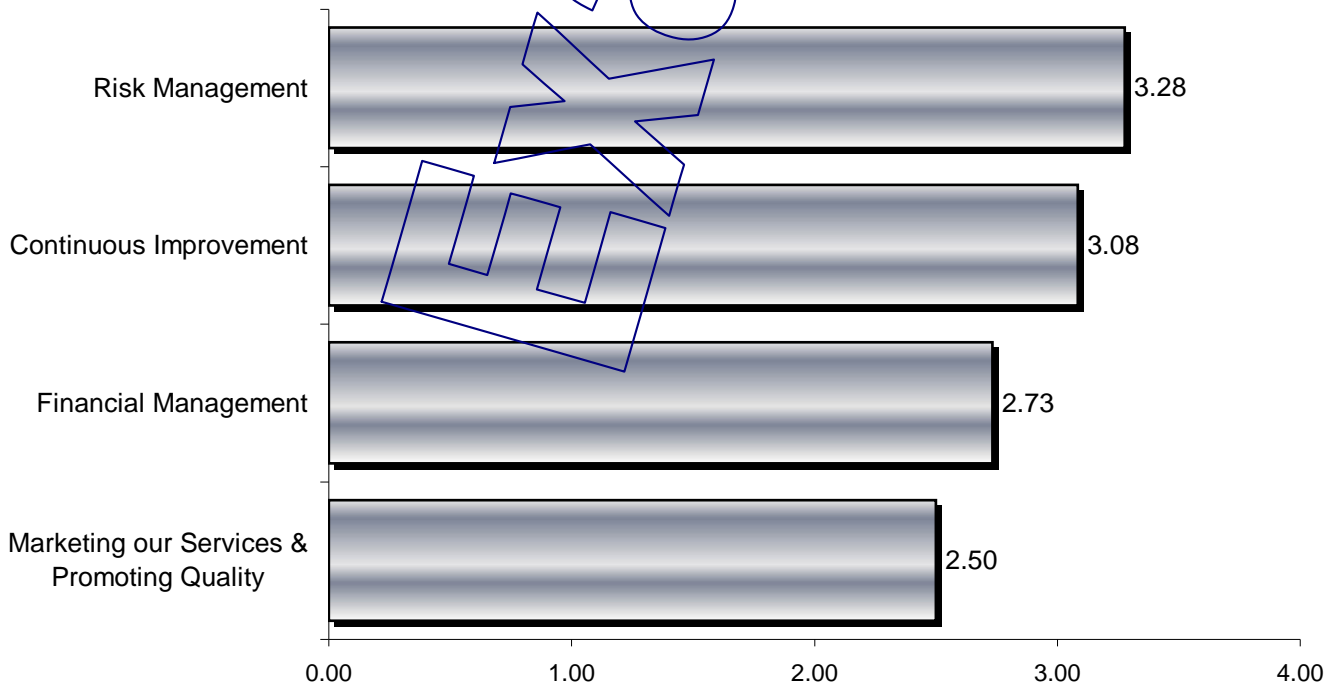


Ranked average scores by population for each factor

Participants Scores



Managers Scores



Top / Bottom Ten as Ranked by each population

Participants

Top ten ...

No.	Question	Factor	Score
4.1	Encourages staff to continually question how things are done and how they can be improved	Continuous Improvement	78%
4.4	Challenges 'the way it has always been done'	Continuous Improvement	75%
4.3	Actively seeks out external ideas, best practice and current thinking	Continuous Improvement	75%
1.1	Consistently looks for ways to improve cost effectiveness whilst maintaining/ improving quality of service	Financial Management	75%
2.3	Pro-actively looks for ways to reduce workplace risks	Risk Management	72%
4.2	Shares best practice with other teams/ departments	Continuous Improvement	69%
2.1	Creates a working environment that recognises and addresses potential risks early	Risk Management	69%
1.5	Uses financial information to make effective management decisions	Financial Management	69%
1.2	Demonstrates an awareness of what things cost	Financial Management	69%
1.4	Makes sound financial decisions	Financial Management	68%

Bottom ten ...

No.	Question	Factor	Score
3.1	Puts the service user at the forefront of their teams goals and activities	Marketing our Services & Promoting Quality	63%
3.3	Is a role model to staff for delivering excellent service to customers/service users	Marketing our Services & Promoting Quality	63%
1.3	Anticipates financial constraints and plans accordingly	Financial Management	64%
2.2	Effectively prioritises risks	Risk Management	66%
3.2	Develops a culture of dialogue with the service user, based on realistic expectations, and a desire to meet their needs.	Marketing our Services & Promoting Quality	66%
1.4	Makes sound financial decisions	Financial Management	68%
1.2	Demonstrates an awareness of what things cost	Financial Management	69%
1.5	Uses financial information to make effective management decisions	Financial Management	69%
2.1	Creates a working environment that recognises and addresses potential risks early	Risk Management	69%
4.2	Shares best practice with other teams/ departments	Continuous Improvement	69%

All results by factor (ranked)

Financial Management

Qu	Question	Par	Man	Col	D/R	Oth	Ave
1.1	Consistently looks for ways to improve cost effectiveness whilst	75%	92%	75%	79%	80%	82%
1.2	Demonstrates an awareness of what things cost	69%	88%	83%	100%	54%	81%
1.5	Uses financial information to make effective management	69%	79%	88%	83%	65%	79%
1.3	Anticipates financial constraints and plans accordingly	64%	29%	75%	79%	80%	65%
1.4	Makes sound financial decisions	68%	54%	75%	75%	50%	63%

Risk Management

Qu	Question	Par	Man	Col	D/R	Oth	Ave
2.1	Creates a working environment that recognises and addresses	69%	83%	80%	83%	79%	81%
2.2	Effectively prioritises risks	66%	83%	75%	79%	86%	81%
2.3	Pro-actively looks for ways to reduce workplace risks	72%	79%	80%	79%	79%	79%

Ranked average question score as perceived by others

Qu	Question	Par	Man	Col	D/R	Oth	Ave
1.1	Consistently looks for ways to improve cost effectiveness whilst maintaining/ improving quality of service	75%	92%	75%	79%	80%	82%
4.1	Encourages staff to continually question how things are done and how they can be improved	78%	79%	83%	88%	75%	82%
1.2	Demonstrates an awareness of what things cost	69%	88%	83%	100%	54%	81%
2.2	Effectively prioritises risks	66%	83%	75%	79%	86%	81%
2.1	Creates a working environment that recognises and addresses potential risks early	69%	83%	80%	83%	79%	81%
1.5	Uses financial information to make effective management decisions	69%	79%	88%	83%	65%	79%
2.3	Pro-actively looks for ways to reduce workplace risks	72%	79%	80%	79%	79%	79%
4.4	Challenges 'the way it has always been done'	75%	79%	79%	96%	64%	79%
4.2	Shares best practice with other teams/ departments	69%	71%	83%	90%	71%	78%
4.3	Actively seeks out external ideas, best practice and current thinking	75%	79%	79%	83%	64%	76%
3.3	Is a role model to staff for delivering excellent service to customers/service users	63%	67%	58%	54%	79%	65%
1.3	Anticipates financial constraints and plans accordingly	64%	29%	75%	79%	80%	65%
1.4	Makes sound financial decisions	68%	54%	75%	75%	50%	63%
3.2	Develops a culture of dialogue with the service user, based on realistic expectations, and a desire to meet their needs.	66%	63%	60%	54%	64%	60%
3.1	Puts the service user at the forefront of their teams goals and activities	63%	58%	45%	50%	71%	57%