

### 3.就労管理面

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答
全体	543 ( 100.0%)	159 ( 29.3%)	260 ( 47.9%)	107 ( 19.7%)	9 ( 1.7%)	1 ( 0.2%)	7 ( 1.3%)
地域	北海道・東北	61 ( 100.0%)	16 ( 26.2%)	28 ( 45.9%)	15 ( 24.6%)	1 ( 1.6%)	0 ( 0.0%)
	関東	128 ( 100.0%)	46 ( 35.9%)	53 ( 41.4%)	22 ( 17.2%)	3 ( 2.3%)	1 ( 0.8%)
	信越・北陸	41 ( 100.0%)	12 ( 29.3%)	19 ( 46.3%)	9 ( 22.0%)	1 ( 2.4%)	0 ( 0.0%)
	東海	70 ( 100.0%)	17 ( 24.3%)	33 ( 47.1%)	15 ( 21.4%)	3 ( 4.3%)	0 ( 0.0%)
	近畿	72 ( 100.0%)	25 ( 34.7%)	34 ( 47.2%)	12 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)
	中国	59 ( 100.0%)	17 ( 28.8%)	26 ( 44.1%)	16 ( 27.1%)	0 ( 0.0%)	0 ( 0.0%)
	四国	26 ( 100.0%)	6 ( 23.1%)	15 ( 57.7%)	5 ( 19.2%)	0 ( 0.0%)	0 ( 0.0%)
	九州・沖縄	84 ( 100.0%)	20 ( 23.8%)	51 ( 60.7%)	12 ( 14.3%)	1 ( 1.2%)	0 ( 0.0%)
	無回答	2 ( 100.0%)	0 ( 0.0%)	1 ( 50.0%)	1 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)
定床数	50床未満	7 ( 100.0%)	3 ( 42.9%)	3 ( 42.9%)	1 ( 14.3%)	0 ( 0.0%)	0 ( 0.0%)
	50～80床未満	105 ( 100.0%)	29 ( 27.6%)	53 ( 50.5%)	20 ( 19.0%)	2 ( 1.9%)	0 ( 0.0%)
	80～100床未満	120 ( 100.0%)	36 ( 30.0%)	48 ( 40.0%)	33 ( 27.5%)	1 ( 0.8%)	0 ( 0.0%)
	100～120床未満	236 ( 100.0%)	66 ( 28.0%)	117 ( 49.6%)	44 ( 18.6%)	4 ( 1.7%)	1 ( 0.4%)
	120～150床未満	33 ( 100.0%)	10 ( 30.3%)	19 ( 57.6%)	3 ( 9.1%)	1 ( 3.0%)	0 ( 0.0%)
	150床以上	41 ( 100.0%)	15 ( 36.6%)	19 ( 46.3%)	6 ( 14.6%)	1 ( 2.4%)	0 ( 0.0%)
	無回答	1 ( 100.0%)	0 ( 0.0%)	1 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	職員数	18 ( 100.0%)	7 ( 38.9%)	8 ( 44.4%)	3 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)
20～30人未満	66 ( 100.0%)	20 ( 30.3%)	25 ( 37.9%)	19 ( 28.8%)	2 ( 3.0%)	0 ( 0.0%)	
30～40人未満	130 ( 100.0%)	33 ( 25.4%)	67 ( 51.5%)	28 ( 21.5%)	1 ( 0.8%)	0 ( 0.0%)	
40～50人未満	118 ( 100.0%)	28 ( 23.7%)	63 ( 53.4%)	22 ( 18.6%)	3 ( 2.5%)	0 ( 0.0%)	
50～70人未満	88 ( 100.0%)	32 ( 36.4%)	38 ( 43.2%)	17 ( 19.3%)	1 ( 1.1%)	0 ( 0.0%)	
70～100人未満	74 ( 100.0%)	20 ( 27.0%)	37 ( 50.0%)	11 ( 14.9%)	2 ( 2.7%)	1 ( 1.4%)	
100人以上	33 ( 100.0%)	14 ( 42.4%)	15 ( 45.5%)	3 ( 9.1%)	0 ( 0.0%)	0 ( 0.0%)	
無回答	16 ( 100.0%)	5 ( 31.3%)	7 ( 43.8%)	4 ( 25.0%)	0 ( 0.0%)	0 ( 0.0%)	

### 4.就業管理面

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答
全体	543 ( 100.0%)	164 ( 30.2%)	237 ( 43.6%)	114 ( 21.0%)	17 ( 3.1%)	1 ( 0.2%)	10 ( 1.8%)
地域	北海道・東北	61 ( 100.0%)	19 ( 31.1%)	20 ( 32.8%)	20 ( 32.8%)	1 ( 1.6%)	0 ( 0.0%)
	関東	128 ( 100.0%)	34 ( 26.6%)	57 ( 44.5%)	27 ( 21.1%)	5 ( 3.9%)	1 ( 0.8%)
	信越・北陸	41 ( 100.0%)	7 ( 17.1%)	21 ( 51.2%)	9 ( 22.0%)	4 ( 9.8%)	0 ( 0.0%)
	東海	70 ( 100.0%)	21 ( 30.0%)	28 ( 40.0%)	17 ( 24.3%)	2 ( 2.9%)	0 ( 0.0%)
	近畿	72 ( 100.0%)	29 ( 40.3%)	29 ( 40.3%)	11 ( 15.3%)	1 ( 1.4%)	0 ( 0.0%)
	中国	59 ( 100.0%)	19 ( 32.2%)	28 ( 47.5%)	11 ( 18.6%)	1 ( 1.7%)	0 ( 0.0%)
	四国	26 ( 100.0%)	8 ( 30.8%)	13 ( 50.0%)	5 ( 19.2%)	0 ( 0.0%)	0 ( 0.0%)
	九州・沖縄	84 ( 100.0%)	27 ( 32.1%)	39 ( 46.4%)	14 ( 16.7%)	3 ( 3.6%)	0 ( 0.0%)
	無回答	2 ( 100.0%)	0 ( 0.0%)	2 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
定床数	50床未満	7 ( 100.0%)	4 ( 57.1%)	2 ( 28.6%)	1 ( 14.3%)	0 ( 0.0%)	0 ( 0.0%)
	50～80床未満	105 ( 100.0%)	35 ( 33.3%)	39 ( 37.1%)	23 ( 21.9%)	6 ( 5.7%)	0 ( 0.0%)
	80～100床未満	120 ( 100.0%)	37 ( 30.8%)	52 ( 43.3%)	25 ( 20.8%)	3 ( 2.5%)	0 ( 0.0%)
	100～120床未満	236 ( 100.0%)	64 ( 27.1%)	109 ( 46.2%)	54 ( 22.9%)	4 ( 1.7%)	1 ( 0.4%)
	120～150床未満	33 ( 100.0%)	8 ( 24.2%)	16 ( 48.5%)	6 ( 18.2%)	2 ( 6.1%)	0 ( 0.0%)
	150床以上	41 ( 100.0%)	16 ( 39.0%)	18 ( 43.9%)	5 ( 12.2%)	2 ( 4.9%)	0 ( 0.0%)
	無回答	1 ( 100.0%)	0 ( 0.0%)	1 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	職員数	18 ( 100.0%)	9 ( 50.0%)	3 ( 16.7%)	5 ( 27.8%)	0 ( 0.0%)	0 ( 0.0%)
20～30人未満	66 ( 100.0%)	22 ( 33.3%)	27 ( 40.9%)	16 ( 24.2%)	1 ( 1.5%)	0 ( 0.0%)	
30～40人未満	130 ( 100.0%)	36 ( 27.7%)	54 ( 41.5%)	37 ( 28.5%)	2 ( 1.5%)	0 ( 0.0%)	
40～50人未満	118 ( 100.0%)	26 ( 22.0%)	62 ( 52.5%)	22 ( 18.6%)	5 ( 4.2%)	0 ( 0.0%)	
50～70人未満	88 ( 100.0%)	26 ( 29.5%)	39 ( 44.3%)	17 ( 19.3%)	5 ( 5.7%)	0 ( 0.0%)	
70～100人未満	74 ( 100.0%)	27 ( 36.5%)	27 ( 36.5%)	14 ( 18.9%)	2 ( 2.7%)	1 ( 1.4%)	
100人以上	33 ( 100.0%)	13 ( 39.4%)	15 ( 45.5%)	2 ( 6.1%)	2 ( 6.1%)	0 ( 0.0%)	
無回答	16 ( 100.0%)	5 ( 31.3%)	10 ( 62.5%)	1 ( 6.3%)	0 ( 0.0%)	0 ( 0.0%)	

## 5.技能向上面

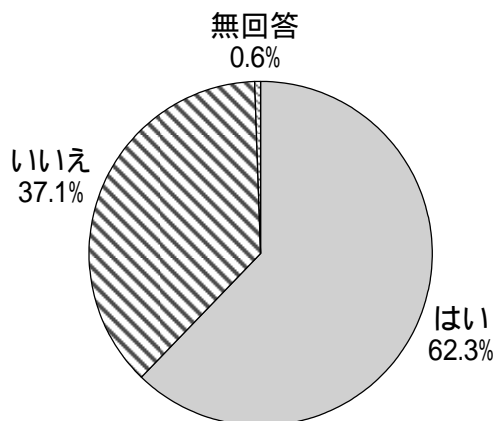
	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	543 ( 100.0%)	172 ( 31.7%)	267 ( 49.2%)	87 ( 16.0%)	11 ( 2.0%)	1 ( 0.2%)	5 ( 0.9%)	
地域	北海道・東北	61 ( 100.0%)	16 ( 26.2%)	30 ( 49.2%)	13 ( 21.3%)	1 ( 1.6%)	0 ( 0.0%)	1 ( 1.6%)
	関東	128 ( 100.0%)	46 ( 35.9%)	55 ( 43.0%)	19 ( 14.8%)	5 ( 3.9%)	1 ( 0.8%)	2 ( 1.6%)
	信越・北陸	41 ( 100.0%)	11 ( 26.8%)	20 ( 48.8%)	10 ( 24.4%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	東海	70 ( 100.0%)	18 ( 25.7%)	38 ( 54.3%)	11 ( 15.7%)	2 ( 2.9%)	0 ( 0.0%)	1 ( 1.4%)
	近畿	72 ( 100.0%)	25 ( 34.7%)	34 ( 47.2%)	11 ( 15.3%)	1 ( 1.4%)	0 ( 0.0%)	1 ( 1.4%)
	中国	59 ( 100.0%)	18 ( 30.5%)	33 ( 55.9%)	8 ( 13.6%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	四国	26 ( 100.0%)	9 ( 34.6%)	13 ( 50.0%)	4 ( 15.4%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	九州・沖縄	84 ( 100.0%)	29 ( 34.5%)	43 ( 51.2%)	10 ( 11.9%)	2 ( 2.4%)	0 ( 0.0%)	0 ( 0.0%)
	無回答	2 ( 100.0%)	0 ( 0.0%)	1 ( 50.0%)	1 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	7 ( 100.0%)	4 ( 57.1%)	3 ( 42.9%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
50～80床未満		105 ( 100.0%)	37 ( 35.2%)	46 ( 43.8%)	19 ( 18.1%)	3 ( 2.9%)	0 ( 0.0%)	0 ( 0.0%)
80～100床未満		120 ( 100.0%)	32 ( 26.7%)	66 ( 55.0%)	17 ( 14.2%)	3 ( 2.5%)	0 ( 0.0%)	2 ( 1.7%)
100～120床未満		236 ( 100.0%)	70 ( 29.7%)	119 ( 50.4%)	38 ( 16.1%)	5 ( 2.1%)	1 ( 0.4%)	3 ( 1.3%)
120～150床未満		33 ( 100.0%)	12 ( 36.4%)	13 ( 39.4%)	8 ( 24.2%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
150床以上		41 ( 100.0%)	17 ( 41.5%)	19 ( 46.3%)	5 ( 12.2%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
無回答		1 ( 100.0%)	0 ( 0.0%)	1 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
職員数		18 ( 100.0%)	8 ( 44.4%)	7 ( 38.9%)	3 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
20～30人未満	66 ( 100.0%)	21 ( 31.8%)	29 ( 43.9%)	15 ( 22.7%)	1 ( 1.5%)	0 ( 0.0%)	0 ( 0.0%)	
30～40人未満	130 ( 100.0%)	37 ( 28.5%)	67 ( 51.5%)	21 ( 16.2%)	4 ( 3.1%)	0 ( 0.0%)	1 ( 0.8%)	
40～50人未満	118 ( 100.0%)	34 ( 28.8%)	62 ( 52.5%)	18 ( 15.3%)	3 ( 2.5%)	0 ( 0.0%)	1 ( 0.8%)	
50～70人未満	88 ( 100.0%)	29 ( 33.0%)	39 ( 44.3%)	18 ( 20.5%)	2 ( 2.3%)	0 ( 0.0%)	0 ( 0.0%)	
70～100人未満	74 ( 100.0%)	24 ( 32.4%)	39 ( 52.7%)	7 ( 9.5%)	1 ( 1.4%)	1 ( 1.4%)	2 ( 2.7%)	
100人以上	33 ( 100.0%)	15 ( 45.5%)	13 ( 39.4%)	4 ( 12.1%)	0 ( 0.0%)	0 ( 0.0%)	1 ( 3.0%)	
無回答	16 ( 100.0%)	4 ( 25.0%)	11 ( 68.8%)	1 ( 6.3%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	

## 6.福利厚生面

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	543 ( 100.0%)	112 ( 20.6%)	267 ( 49.2%)	137 ( 25.2%)	15 ( 2.8%)	1 ( 0.2%)	11 ( 2.0%)	
地域	北海道・東北	61 ( 100.0%)	13 ( 21.3%)	24 ( 39.3%)	21 ( 34.4%)	2 ( 3.3%)	0 ( 0.0%)	1 ( 1.6%)
	関東	128 ( 100.0%)	33 ( 25.8%)	55 ( 43.0%)	34 ( 26.6%)	3 ( 2.3%)	1 ( 0.8%)	2 ( 1.6%)
	信越・北陸	41 ( 100.0%)	9 ( 22.0%)	20 ( 48.8%)	8 ( 19.5%)	3 ( 7.3%)	0 ( 0.0%)	1 ( 2.4%)
	東海	70 ( 100.0%)	14 ( 20.0%)	32 ( 45.7%)	19 ( 27.1%)	3 ( 4.3%)	0 ( 0.0%)	2 ( 2.9%)
	近畿	72 ( 100.0%)	9 ( 12.5%)	41 ( 56.9%)	19 ( 26.4%)	1 ( 1.4%)	0 ( 0.0%)	2 ( 2.8%)
	中国	59 ( 100.0%)	17 ( 28.8%)	30 ( 50.8%)	10 ( 16.9%)	1 ( 1.7%)	0 ( 0.0%)	1 ( 1.7%)
	四国	26 ( 100.0%)	6 ( 23.1%)	11 ( 42.3%)	7 ( 26.9%)	1 ( 3.8%)	0 ( 0.0%)	1 ( 3.8%)
	九州・沖縄	84 ( 100.0%)	11 ( 13.1%)	53 ( 63.1%)	18 ( 21.4%)	1 ( 1.2%)	0 ( 0.0%)	1 ( 1.2%)
	無回答	2 ( 100.0%)	0 ( 0.0%)	1 ( 50.0%)	1 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	7 ( 100.0%)	2 ( 28.6%)	3 ( 42.9%)	2 ( 28.6%)	0 ( 0.0%)	0 ( 0.0%)
50～80床未満		105 ( 100.0%)	27 ( 25.7%)	43 ( 41.0%)	26 ( 24.8%)	7 ( 6.7%)	0 ( 0.0%)	2 ( 1.9%)
80～100床未満		120 ( 100.0%)	20 ( 16.7%)	63 ( 52.5%)	31 ( 25.8%)	2 ( 1.7%)	0 ( 0.0%)	4 ( 3.3%)
100～120床未満		236 ( 100.0%)	46 ( 19.5%)	113 ( 47.9%)	66 ( 28.0%)	5 ( 2.1%)	1 ( 0.4%)	5 ( 2.1%)
120～150床未満		33 ( 100.0%)	8 ( 24.2%)	18 ( 54.5%)	7 ( 21.2%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
150床以上		41 ( 100.0%)	9 ( 22.0%)	26 ( 63.4%)	5 ( 12.2%)	1 ( 2.4%)	0 ( 0.0%)	0 ( 0.0%)
無回答		1 ( 100.0%)	0 ( 0.0%)	1 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
職員数		18 ( 100.0%)	4 ( 22.2%)	7 ( 38.9%)	6 ( 33.3%)	0 ( 0.0%)	0 ( 0.0%)	1 ( 5.6%)
20～30人未満	66 ( 100.0%)	18 ( 27.3%)	27 ( 40.9%)	17 ( 25.8%)	2 ( 3.0%)	0 ( 0.0%)	2 ( 3.0%)	
30～40人未満	130 ( 100.0%)	27 ( 20.8%)	63 ( 48.5%)	33 ( 25.4%)	4 ( 3.1%)	0 ( 0.0%)	3 ( 2.3%)	
40～50人未満	118 ( 100.0%)	23 ( 19.5%)	55 ( 46.6%)	33 ( 28.0%)	5 ( 4.2%)	1 ( 0.8%)	1 ( 0.8%)	
50～70人未満	88 ( 100.0%)	15 ( 17.0%)	53 ( 60.2%)	17 ( 19.3%)	3 ( 3.4%)	0 ( 0.0%)	0 ( 0.0%)	
70～100人未満	74 ( 100.0%)	13 ( 17.6%)	39 ( 52.7%)	19 ( 25.7%)	0 ( 0.0%)	0 ( 0.0%)	3 ( 4.1%)	
100人以上	33 ( 100.0%)	8 ( 24.2%)	15 ( 45.5%)	8 ( 24.2%)	1 ( 3.0%)	0 ( 0.0%)	1 ( 3.0%)	
無回答	16 ( 100.0%)	4 ( 25.0%)	8 ( 50.0%)	4 ( 25.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	

Q6.昇給・昇格等に関連した人事考課を行っているか (n=1480)

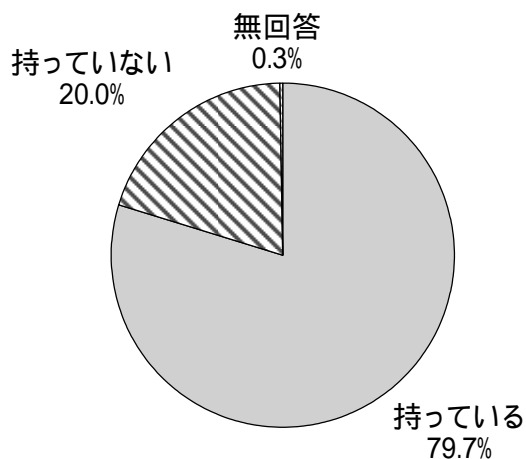
昇給・昇格等に関連した人事考課の実施について聞いたところ、「はい」が62.3%となった。



		全体	はい	いいえ	無回答
全体		1480 ( 100.0%)	922 ( 62.3%)	549 ( 37.1%)	9 ( 0.6%)
地 域	北海道・東北	225 ( 100.0%)	133 ( 59.1%)	91 ( 40.4%)	1 ( 0.4%)
	関東	366 ( 100.0%)	232 ( 63.4%)	130 ( 35.5%)	4 ( 1.1%)
	信越・北陸	110 ( 100.0%)	68 ( 61.8%)	42 ( 38.2%)	0 ( 0.0%)
	東海	148 ( 100.0%)	95 ( 64.2%)	53 ( 35.8%)	0 ( 0.0%)
	近畿	192 ( 100.0%)	127 ( 66.1%)	63 ( 32.8%)	2 ( 1.0%)
	中国	127 ( 100.0%)	74 ( 58.3%)	53 ( 41.7%)	0 ( 0.0%)
	四国	72 ( 100.0%)	45 ( 62.5%)	27 ( 37.5%)	0 ( 0.0%)
	九州・沖縄	226 ( 100.0%)	142 ( 62.8%)	84 ( 37.2%)	0 ( 0.0%)
	無回答	14 ( 100.0%)	6 ( 42.9%)	6 ( 42.9%)	2 ( 14.3%)
	定 床 数	50床未満	26 ( 100.0%)	12 ( 46.2%)	13 ( 50.0%)
50～80床未満		289 ( 100.0%)	169 ( 58.5%)	119 ( 41.2%)	1 ( 0.3%)
80～100床未満		365 ( 100.0%)	211 ( 57.8%)	153 ( 41.9%)	1 ( 0.3%)
100～120床未満		631 ( 100.0%)	407 ( 64.5%)	220 ( 34.9%)	4 ( 0.6%)
120～150床未満		74 ( 100.0%)	52 ( 70.3%)	22 ( 29.7%)	0 ( 0.0%)
150床以上		86 ( 100.0%)	65 ( 75.6%)	20 ( 23.3%)	1 ( 1.2%)
無回答		9 ( 100.0%)	6 ( 66.7%)	2 ( 22.2%)	1 ( 11.1%)
職 員 数		20人未満	62 ( 100.0%)	31 ( 50.0%)	31 ( 50.0%)
	20～30人未満	200 ( 100.0%)	111 ( 55.5%)	88 ( 44.0%)	1 ( 0.5%)
	30～40人未満	407 ( 100.0%)	240 ( 59.0%)	164 ( 40.3%)	3 ( 0.7%)
	40～50人未満	274 ( 100.0%)	174 ( 63.5%)	99 ( 36.1%)	1 ( 0.4%)
	50～70人未満	253 ( 100.0%)	168 ( 66.4%)	85 ( 33.6%)	0 ( 0.0%)
	70～100人未満	170 ( 100.0%)	118 ( 69.4%)	49 ( 28.8%)	3 ( 1.8%)
	100人以上	66 ( 100.0%)	51 ( 77.3%)	15 ( 22.7%)	0 ( 0.0%)
	無回答	48 ( 100.0%)	29 ( 60.4%)	18 ( 37.5%)	1 ( 2.1%)

Q6-1.施設独自の規定の有無 (n=922)

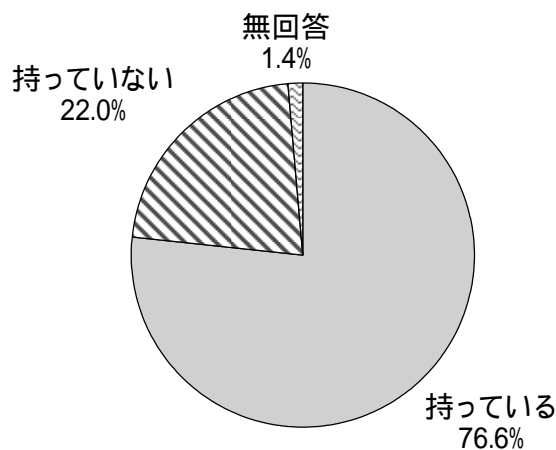
Q6で「はい」と答えた方に、人事考課等における施設独自の規定の有無について聞いたところ、「持っている」が79.7%となった。



	全体	持っている	持っていない	無回答	
全体	922 ( 100.0%)	735 ( 79.7%)	184 ( 20.0%)	3 ( 0.3%)	
地域	北海道・東北	133 ( 100.0%)	106 ( 79.7%)	27 ( 20.3%)	0 ( 0.0%)
	関東	232 ( 100.0%)	185 ( 79.7%)	46 ( 19.8%)	1 ( 0.4%)
	信越・北陸	68 ( 100.0%)	54 ( 79.4%)	14 ( 20.6%)	0 ( 0.0%)
	東海	95 ( 100.0%)	71 ( 74.7%)	24 ( 25.3%)	0 ( 0.0%)
	近畿	127 ( 100.0%)	112 ( 88.2%)	15 ( 11.8%)	0 ( 0.0%)
	中国	74 ( 100.0%)	60 ( 81.1%)	14 ( 18.9%)	0 ( 0.0%)
	四国	45 ( 100.0%)	30 ( 66.7%)	15 ( 33.3%)	0 ( 0.0%)
	九州・沖縄	142 ( 100.0%)	113 ( 79.6%)	27 ( 19.0%)	2 ( 1.4%)
	無回答	6 ( 100.0%)	4 ( 66.7%)	2 ( 33.3%)	0 ( 0.0%)
	定床数	50床未満	12 ( 100.0%)	6 ( 50.0%)	6 ( 50.0%)
50～80床未満		169 ( 100.0%)	119 ( 70.4%)	50 ( 29.6%)	0 ( 0.0%)
80～100床未満		211 ( 100.0%)	163 ( 77.3%)	47 ( 22.3%)	1 ( 0.5%)
100～120床未満		407 ( 100.0%)	344 ( 84.5%)	61 ( 15.0%)	2 ( 0.5%)
120～150床未満		52 ( 100.0%)	42 ( 80.8%)	10 ( 19.2%)	0 ( 0.0%)
150床以上		65 ( 100.0%)	55 ( 84.6%)	10 ( 15.4%)	0 ( 0.0%)
無回答		6 ( 100.0%)	6 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)
職員数		20人未満	31 ( 100.0%)	24 ( 77.4%)	7 ( 22.6%)
	20～30人未満	111 ( 100.0%)	77 ( 69.4%)	34 ( 30.6%)	0 ( 0.0%)
	30～40人未満	240 ( 100.0%)	182 ( 75.8%)	57 ( 23.8%)	1 ( 0.4%)
	40～50人未満	174 ( 100.0%)	142 ( 81.6%)	32 ( 18.4%)	0 ( 0.0%)
	50～70人未満	168 ( 100.0%)	139 ( 82.7%)	28 ( 16.7%)	1 ( 0.6%)
	70～100人未満	118 ( 100.0%)	102 ( 86.4%)	15 ( 12.7%)	1 ( 0.8%)
	100人以上	51 ( 100.0%)	45 ( 88.2%)	6 ( 11.8%)	0 ( 0.0%)
	無回答	29 ( 100.0%)	24 ( 82.8%)	5 ( 17.2%)	0 ( 0.0%)

Q6-2.等級、俸給表などの表記で示された賃金表の有無 (n=735)

Q6-1で「持っている」と答えた方に、等級、俸給表などの表記で示された賃金表の有無について聞いたところ、「持っている」が76.6%となった。

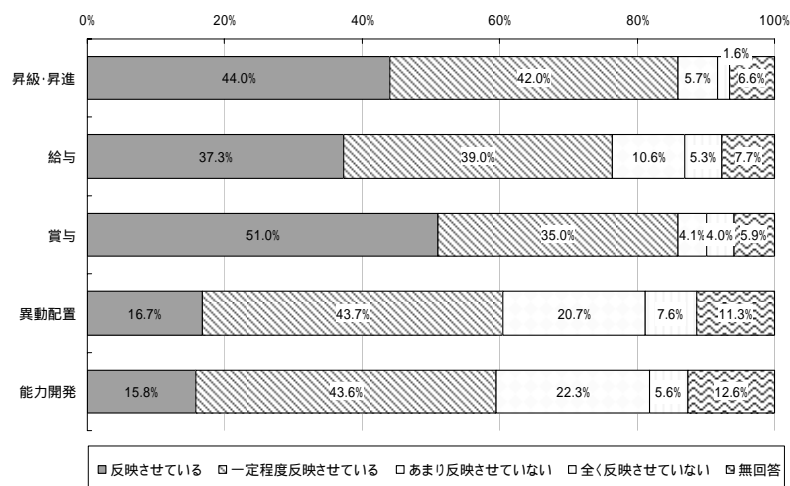


	全体	持っている	持っていない	無回答	
全体	735 ( 100.0%)	563 ( 76.6%)	162 ( 22.0%)	10 ( 1.4%)	
地域	北海道・東北	106 ( 100.0%)	81 ( 76.4%)	25 ( 23.6%)	0 ( 0.0%)
	関東	185 ( 100.0%)	137 ( 74.1%)	43 ( 23.2%)	5 ( 2.7%)
	信越・北陸	54 ( 100.0%)	44 ( 81.5%)	7 ( 13.0%)	3 ( 5.6%)
	東海	71 ( 100.0%)	51 ( 71.8%)	19 ( 26.8%)	1 ( 1.4%)
	近畿	112 ( 100.0%)	94 ( 83.9%)	18 ( 16.1%)	0 ( 0.0%)
	中国	60 ( 100.0%)	43 ( 71.7%)	17 ( 28.3%)	0 ( 0.0%)
	四国	30 ( 100.0%)	26 ( 86.7%)	4 ( 13.3%)	0 ( 0.0%)
	九州・沖縄	113 ( 100.0%)	83 ( 73.5%)	29 ( 25.7%)	1 ( 0.9%)
	無回答	4 ( 100.0%)	4 ( 100.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	6 ( 100.0%)	4 ( 66.7%)	2 ( 33.3%)
50～80床未満		119 ( 100.0%)	88 ( 73.9%)	30 ( 25.2%)	1 ( 0.8%)
80～100床未満		163 ( 100.0%)	129 ( 79.1%)	32 ( 19.6%)	2 ( 1.2%)
100～120床未満		344 ( 100.0%)	266 ( 77.3%)	71 ( 20.6%)	7 ( 2.0%)
120～150床未満		42 ( 100.0%)	30 ( 71.4%)	12 ( 28.6%)	0 ( 0.0%)
150床以上		55 ( 100.0%)	41 ( 74.5%)	14 ( 25.5%)	0 ( 0.0%)
無回答		6 ( 100.0%)	5 ( 83.3%)	1 ( 16.7%)	0 ( 0.0%)
職員数		20人未満	24 ( 100.0%)	17 ( 70.8%)	6 ( 25.0%)
	20～30人未満	77 ( 100.0%)	61 ( 79.2%)	16 ( 20.8%)	0 ( 0.0%)
	30～40人未満	182 ( 100.0%)	144 ( 79.1%)	36 ( 19.8%)	2 ( 1.1%)
	40～50人未満	142 ( 100.0%)	107 ( 75.4%)	31 ( 21.8%)	4 ( 2.8%)
	50～70人未満	139 ( 100.0%)	105 ( 75.5%)	33 ( 23.7%)	1 ( 0.7%)
	70～100人未満	102 ( 100.0%)	77 ( 75.5%)	24 ( 23.5%)	1 ( 1.0%)
	100人以上	45 ( 100.0%)	35 ( 77.8%)	10 ( 22.2%)	0 ( 0.0%)
	無回答	24 ( 100.0%)	17 ( 70.8%)	6 ( 25.0%)	1 ( 4.2%)

Q6-3.人事考課の反映度(n=922)

【正社員】

Q6で「はい」と答えた方に、人事考課の結果の反映について聞いたところ、正社員に対してでは「昇給・昇進」について「反映させている」「一定程度反映させている」があわせて86.0%、「賞与」についても「反映させている」「一定程度反映させている」があわせて86.0%と、最も高くなった。



昇給・昇進

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	406 (44.0%)	387 (42.0%)	53 (5.7%)	15 (1.6%)	61 (6.6%)	
地域	北海道・東北	133 (100.0%)	53 (39.8%)	64 (48.1%)	4 (3.0%)	0 (0.0%)	12 (9.0%)
	関東	232 (100.0%)	108 (46.6%)	90 (38.8%)	15 (6.5%)	2 (0.9%)	17 (7.3%)
	信越・北陸	68 (100.0%)	28 (41.2%)	28 (41.2%)	5 (7.4%)	2 (2.9%)	5 (7.4%)
	東海	95 (100.0%)	37 (38.9%)	44 (46.3%)	6 (6.3%)	2 (2.1%)	6 (6.3%)
	近畿	127 (100.0%)	66 (52.0%)	48 (37.8%)	7 (5.5%)	4 (3.1%)	2 (1.6%)
	中国	74 (100.0%)	29 (39.2%)	37 (50.0%)	3 (4.1%)	1 (1.4%)	4 (5.4%)
	四国	45 (100.0%)	18 (40.0%)	21 (46.7%)	4 (8.9%)	1 (2.2%)	1 (2.2%)
	九州・沖縄	142 (100.0%)	64 (45.1%)	52 (36.6%)	9 (6.3%)	3 (2.1%)	14 (9.9%)
	無回答	6 (100.0%)	3 (50.0%)	3 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	6 (50.0%)	4 (33.3%)	1 (8.3%)	0 (0.0%)
50～80床未満		169 (100.0%)	68 (40.2%)	76 (45.0%)	10 (5.9%)	3 (1.8%)	12 (7.1%)
80～100床未満		211 (100.0%)	88 (41.7%)	88 (41.7%)	17 (8.1%)	5 (2.4%)	13 (6.2%)
100～120床未満		407 (100.0%)	184 (45.2%)	173 (42.5%)	20 (4.9%)	6 (1.5%)	24 (5.9%)
120～150床未満		52 (100.0%)	22 (42.3%)	20 (38.5%)	3 (5.8%)	0 (0.0%)	7 (13.5%)
150床以上		65 (100.0%)	35 (53.8%)	23 (35.4%)	2 (3.1%)	1 (1.5%)	4 (6.2%)
無回答		6 (100.0%)	3 (50.0%)	3 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数	20人未満	31 (100.0%)	13 (41.9%)	12 (38.7%)	3 (9.7%)	0 (0.0%)	3 (9.7%)
	20～30人未満	111 (100.0%)	45 (40.5%)	55 (49.5%)	5 (4.5%)	1 (0.9%)	5 (4.5%)
	30～40人未満	240 (100.0%)	94 (39.2%)	115 (47.9%)	17 (7.1%)	2 (0.8%)	12 (5.0%)
	40～50人未満	174 (100.0%)	74 (42.5%)	74 (42.5%)	10 (5.7%)	6 (3.4%)	10 (5.7%)
	50～70人未満	168 (100.0%)	87 (51.8%)	57 (33.9%)	10 (6.0%)	2 (1.2%)	12 (7.1%)
	70～100人未満	118 (100.0%)	53 (44.9%)	47 (39.8%)	4 (3.4%)	3 (2.5%)	11 (9.3%)
	100人以上	51 (100.0%)	28 (54.9%)	16 (31.4%)	3 (5.9%)	0 (0.0%)	4 (7.8%)
	無回答	29 (100.0%)	12 (41.4%)	11 (37.9%)	1 (3.4%)	3 (10.3%)	4 (13.8%)

給与

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 ( 100.0%)	344 ( 37.3%)	360 ( 39.0%)	98 ( 10.6%)	49 ( 5.3%)	71 ( 7.7%)	
地域	北海道・東北	133 ( 100.0%)	48 ( 36.1%)	52 ( 39.1%)	14 ( 10.5%)	6 ( 4.5%)	13 ( 9.8%)
	関東	232 ( 100.0%)	93 ( 40.1%)	88 ( 37.9%)	25 ( 10.8%)	11 ( 4.7%)	15 ( 6.5%)
	信越・北陸	68 ( 100.0%)	24 ( 35.3%)	27 ( 39.7%)	11 ( 16.2%)	2 ( 2.9%)	4 ( 5.9%)
	東海	95 ( 100.0%)	32 ( 33.7%)	40 ( 42.1%)	10 ( 10.5%)	6 ( 6.3%)	7 ( 7.4%)
	近畿	127 ( 100.0%)	55 ( 43.3%)	37 ( 29.1%)	14 ( 11.0%)	13 ( 10.2%)	8 ( 6.3%)
	中国	74 ( 100.0%)	26 ( 35.1%)	40 ( 54.1%)	2 ( 2.7%)	2 ( 2.7%)	4 ( 5.4%)
	四国	45 ( 100.0%)	15 ( 33.3%)	21 ( 46.7%)	6 ( 13.3%)	1 ( 2.2%)	2 ( 4.4%)
	九州・沖縄	142 ( 100.0%)	48 ( 33.8%)	52 ( 36.6%)	16 ( 11.3%)	8 ( 5.6%)	18 ( 12.7%)
	無回答	6 ( 100.0%)	3 ( 50.0%)	3 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	12 ( 100.0%)	3 ( 25.0%)	7 ( 58.3%)	1 ( 8.3%)	0 ( 0.0%)
50～80床未満		169 ( 100.0%)	55 ( 32.5%)	73 ( 43.2%)	19 ( 11.2%)	8 ( 4.7%)	14 ( 8.3%)
80～100床未満		211 ( 100.0%)	70 ( 33.2%)	88 ( 41.7%)	24 ( 11.4%)	17 ( 8.1%)	12 ( 5.7%)
100～120床未満		407 ( 100.0%)	168 ( 41.3%)	145 ( 35.6%)	44 ( 10.8%)	17 ( 4.2%)	33 ( 8.1%)
120～150床未満		52 ( 100.0%)	19 ( 36.5%)	20 ( 38.5%)	6 ( 11.5%)	2 ( 3.8%)	5 ( 9.6%)
150床以上		65 ( 100.0%)	27 ( 41.5%)	24 ( 36.9%)	4 ( 6.2%)	5 ( 7.7%)	5 ( 7.7%)
無回答		6 ( 100.0%)	2 ( 33.3%)	3 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)	1 ( 16.7%)
職員数		20人未満	31 ( 100.0%)	12 ( 38.7%)	12 ( 38.7%)	2 ( 6.5%)	1 ( 3.2%)
20～30人未満	111 ( 100.0%)	37 ( 33.3%)	54 ( 48.6%)	9 ( 8.1%)	4 ( 3.6%)	7 ( 6.3%)	
30～40人未満	240 ( 100.0%)	80 ( 33.3%)	101 ( 42.1%)	38 ( 15.8%)	8 ( 3.3%)	13 ( 5.4%)	
40～50人未満	174 ( 100.0%)	68 ( 39.1%)	63 ( 36.2%)	18 ( 10.3%)	15 ( 8.6%)	10 ( 5.7%)	
50～70人未満	168 ( 100.0%)	65 ( 38.7%)	63 ( 37.5%)	12 ( 7.1%)	11 ( 6.5%)	17 ( 10.1%)	
70～100人未満	118 ( 100.0%)	48 ( 40.7%)	39 ( 33.1%)	13 ( 11.0%)	6 ( 5.1%)	12 ( 10.2%)	
100人以上	51 ( 100.0%)	21 ( 41.2%)	20 ( 39.2%)	3 ( 5.9%)	2 ( 3.9%)	5 ( 9.8%)	
無回答	29 ( 100.0%)	13 ( 44.8%)	8 ( 27.6%)	3 ( 10.3%)	2 ( 6.9%)	3 ( 10.3%)	

賞与

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 ( 100.0%)	470 ( 51.0%)	323 ( 35.0%)	38 ( 4.1%)	37 ( 4.0%)	54 ( 5.9%)	
地域	北海道・東北	133 ( 100.0%)	60 ( 45.1%)	52 ( 39.1%)	6 ( 4.5%)	7 ( 5.3%)	8 ( 6.0%)
	関東	232 ( 100.0%)	134 ( 57.8%)	69 ( 29.7%)	11 ( 4.7%)	4 ( 1.7%)	14 ( 6.0%)
	信越・北陸	68 ( 100.0%)	33 ( 48.5%)	24 ( 35.3%)	4 ( 5.9%)	4 ( 5.9%)	3 ( 4.4%)
	東海	95 ( 100.0%)	41 ( 43.2%)	39 ( 41.1%)	7 ( 7.4%)	2 ( 2.1%)	6 ( 6.3%)
	近畿	127 ( 100.0%)	73 ( 57.5%)	37 ( 29.1%)	1 ( 0.8%)	8 ( 6.3%)	8 ( 6.3%)
	中国	74 ( 100.0%)	33 ( 44.6%)	34 ( 45.9%)	4 ( 5.4%)	1 ( 1.4%)	2 ( 2.7%)
	四国	45 ( 100.0%)	20 ( 44.4%)	17 ( 37.8%)	1 ( 2.2%)	5 ( 11.1%)	2 ( 4.4%)
	九州・沖縄	142 ( 100.0%)	72 ( 50.7%)	49 ( 34.5%)	4 ( 2.8%)	6 ( 4.2%)	11 ( 7.7%)
	無回答	6 ( 100.0%)	4 ( 66.7%)	2 ( 33.3%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	12 ( 100.0%)	6 ( 50.0%)	5 ( 41.7%)	1 ( 8.3%)	0 ( 0.0%)
50～80床未満		169 ( 100.0%)	72 ( 42.6%)	68 ( 40.2%)	5 ( 3.0%)	10 ( 5.9%)	14 ( 8.3%)
80～100床未満		211 ( 100.0%)	102 ( 48.3%)	80 ( 37.9%)	10 ( 4.7%)	11 ( 5.2%)	8 ( 3.8%)
100～120床未満		407 ( 100.0%)	226 ( 55.5%)	131 ( 32.2%)	18 ( 4.4%)	12 ( 2.9%)	20 ( 4.9%)
120～150床未満		52 ( 100.0%)	25 ( 48.1%)	19 ( 36.5%)	3 ( 5.8%)	0 ( 0.0%)	5 ( 9.6%)
150床以上		65 ( 100.0%)	36 ( 55.4%)	19 ( 29.2%)	1 ( 1.5%)	3 ( 4.6%)	6 ( 9.2%)
無回答		6 ( 100.0%)	3 ( 50.0%)	1 ( 16.7%)	0 ( 0.0%)	1 ( 16.7%)	1 ( 16.7%)
職員数		20人未満	31 ( 100.0%)	15 ( 48.4%)	10 ( 32.3%)	2 ( 6.5%)	2 ( 6.5%)
20～30人未満	111 ( 100.0%)	44 ( 39.6%)	49 ( 44.1%)	4 ( 3.6%)	7 ( 6.3%)	7 ( 6.3%)	
30～40人未満	240 ( 100.0%)	121 ( 50.4%)	83 ( 34.6%)	16 ( 6.7%)	9 ( 3.8%)	11 ( 4.6%)	
40～50人未満	174 ( 100.0%)	92 ( 52.9%)	61 ( 35.1%)	7 ( 4.0%)	7 ( 4.0%)	7 ( 4.0%)	
50～70人未満	168 ( 100.0%)	83 ( 49.4%)	60 ( 35.7%)	5 ( 3.0%)	7 ( 4.2%)	13 ( 7.7%)	
70～100人未満	118 ( 100.0%)	72 ( 61.0%)	32 ( 27.1%)	3 ( 2.5%)	2 ( 1.7%)	9 ( 7.6%)	
100人以上	51 ( 100.0%)	27 ( 52.9%)	18 ( 35.3%)	1 ( 2.0%)	1 ( 2.0%)	4 ( 7.8%)	
無回答	29 ( 100.0%)	16 ( 55.2%)	10 ( 34.5%)	0 ( 0.0%)	2 ( 6.9%)	1 ( 3.4%)	

## 異動配置

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	154 (16.7%)	403 (43.7%)	191 (20.7%)	70 (7.6%)	104 (11.3%)	
地域	北海道・東北	133 (100.0%)	23 (17.3%)	69 (51.9%)	18 (13.5%)	6 (4.5%)	17 (12.8%)
	関東	232 (100.0%)	49 (21.1%)	96 (41.4%)	50 (21.6%)	13 (5.6%)	24 (10.3%)
	信越・北陸	68 (100.0%)	7 (10.3%)	34 (50.0%)	13 (19.1%)	6 (8.8%)	8 (11.8%)
	東海	95 (100.0%)	14 (14.7%)	35 (36.8%)	26 (27.4%)	8 (8.4%)	12 (12.6%)
	近畿	127 (100.0%)	26 (20.5%)	56 (44.1%)	21 (16.5%)	15 (11.8%)	9 (7.1%)
	中国	74 (100.0%)	8 (10.8%)	39 (52.7%)	15 (20.3%)	6 (8.1%)	6 (8.1%)
	四国	45 (100.0%)	7 (15.6%)	20 (44.4%)	12 (26.7%)	3 (6.7%)	3 (6.7%)
	九州・沖縄	142 (100.0%)	18 (12.7%)	53 (37.3%)	34 (23.9%)	12 (8.5%)	25 (17.6%)
	無回答	6 (100.0%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	1 (16.7%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	3 (25.0%)	4 (33.3%)	3 (25.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	24 (14.2%)	72 (42.6%)	39 (23.1%)	17 (10.1%)	17 (10.1%)
80～100床未満		211 (100.0%)	37 (17.5%)	90 (42.7%)	48 (22.7%)	14 (6.6%)	22 (10.4%)
100～120床未満		407 (100.0%)	73 (17.9%)	179 (44.0%)	77 (18.9%)	30 (7.4%)	48 (11.8%)
120～150床未満		52 (100.0%)	6 (11.5%)	25 (48.1%)	12 (23.1%)	3 (5.8%)	6 (11.5%)
150床以上		65 (100.0%)	10 (15.4%)	31 (47.7%)	10 (15.4%)	6 (9.2%)	8 (12.3%)
無回答		6 (100.0%)	1 (16.7%)	2 (33.3%)	2 (33.3%)	0 (0.0%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	3 (9.7%)	9 (29.0%)	11 (35.5%)	2 (6.5%)
20～30人未満	111 (100.0%)	19 (17.1%)	50 (45.0%)	18 (16.2%)	12 (10.8%)	12 (10.8%)	
30～40人未満	240 (100.0%)	33 (13.8%)	114 (47.5%)	57 (23.8%)	14 (5.8%)	22 (9.2%)	
40～50人未満	174 (100.0%)	27 (15.5%)	81 (46.6%)	34 (19.5%)	19 (10.9%)	13 (7.5%)	
50～70人未満	168 (100.0%)	30 (17.9%)	72 (42.9%)	35 (20.8%)	8 (4.8%)	23 (13.7%)	
70～100人未満	118 (100.0%)	24 (20.3%)	47 (39.8%)	20 (16.9%)	9 (7.6%)	18 (15.3%)	
100人以上	51 (100.0%)	12 (23.5%)	19 (37.3%)	9 (17.6%)	4 (7.8%)	7 (13.7%)	
無回答	29 (100.0%)	6 (20.7%)	11 (37.9%)	7 (24.1%)	2 (6.9%)	3 (10.3%)	

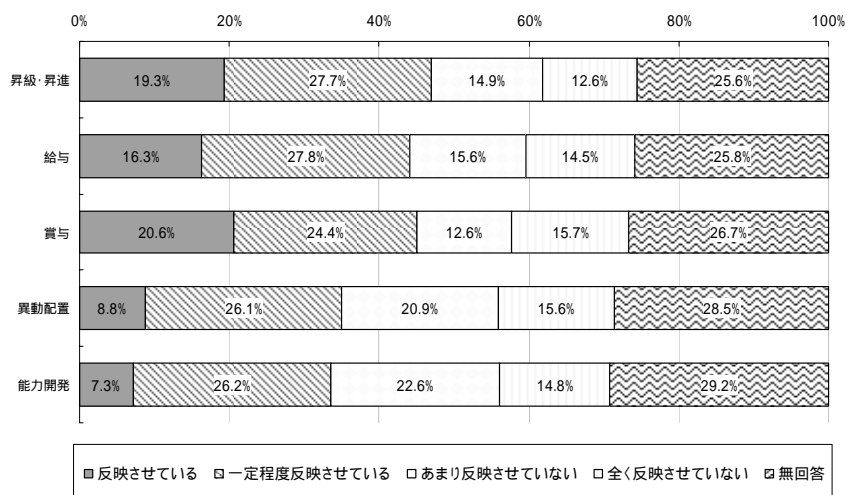
## 能力開発

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	146 (15.8%)	402 (43.6%)	206 (22.3%)	52 (5.6%)	116 (12.6%)	
地域	北海道・東北	133 (100.0%)	26 (19.5%)	54 (40.6%)	28 (21.1%)	3 (2.3%)	22 (16.5%)
	関東	232 (100.0%)	42 (18.1%)	96 (41.4%)	57 (24.6%)	11 (4.7%)	26 (11.2%)
	信越・北陸	68 (100.0%)	7 (10.3%)	25 (36.8%)	22 (32.4%)	6 (8.8%)	8 (11.8%)
	東海	95 (100.0%)	10 (10.5%)	50 (52.6%)	21 (22.1%)	4 (4.2%)	10 (10.5%)
	近畿	127 (100.0%)	22 (17.3%)	56 (44.1%)	23 (18.1%)	13 (10.2%)	13 (10.2%)
	中国	74 (100.0%)	9 (12.2%)	39 (52.7%)	13 (17.6%)	6 (8.1%)	7 (9.5%)
	四国	45 (100.0%)	8 (17.8%)	19 (42.2%)	11 (24.4%)	3 (6.7%)	4 (8.9%)
	九州・沖縄	142 (100.0%)	19 (13.4%)	61 (43.0%)	30 (21.1%)	6 (4.2%)	26 (18.3%)
	無回答	6 (100.0%)	3 (50.0%)	2 (33.3%)	1 (16.7%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	3 (25.0%)	4 (33.3%)	3 (25.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	22 (13.0%)	71 (42.0%)	39 (23.1%)	16 (9.5%)	21 (12.4%)
80～100床未満		211 (100.0%)	32 (15.2%)	92 (43.6%)	51 (24.2%)	10 (4.7%)	26 (12.3%)
100～120床未満		407 (100.0%)	72 (17.7%)	179 (44.0%)	83 (20.4%)	21 (5.2%)	52 (12.8%)
120～150床未満		52 (100.0%)	7 (13.5%)	24 (46.2%)	13 (25.0%)	1 (1.9%)	7 (13.5%)
150床以上		65 (100.0%)	9 (13.8%)	29 (44.6%)	16 (24.6%)	4 (6.2%)	7 (10.8%)
無回答		6 (100.0%)	1 (16.7%)	3 (50.0%)	1 (16.7%)	0 (0.0%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	3 (9.7%)	13 (41.9%)	9 (29.0%)	0 (0.0%)
20～30人未満	111 (100.0%)	16 (14.4%)	45 (40.5%)	25 (22.5%)	11 (9.9%)	14 (12.6%)	
30～40人未満	240 (100.0%)	33 (13.8%)	120 (50.0%)	53 (22.1%)	9 (3.8%)	25 (10.4%)	
40～50人未満	174 (100.0%)	24 (13.8%)	78 (44.8%)	40 (23.0%)	17 (9.8%)	15 (8.6%)	
50～70人未満	168 (100.0%)	31 (18.5%)	71 (42.3%)	34 (20.2%)	6 (3.6%)	26 (15.5%)	
70～100人未満	118 (100.0%)	24 (20.3%)	49 (41.5%)	21 (17.8%)	5 (4.2%)	19 (16.1%)	
100人以上	51 (100.0%)	10 (19.6%)	17 (33.3%)	14 (27.5%)	2 (3.9%)	8 (15.7%)	
無回答	29 (100.0%)	5 (17.2%)	9 (31.0%)	10 (34.5%)	2 (6.9%)	3 (10.3%)	



【非正社員 常勤】

Q6で「はい」と答えた方に、人事考課の結果の反映について聞いたところ、非正社員常勤に対してでは「昇給・昇進」について「反映させている」「一定程度反映させている」があわせて47.0%と最も高く、「賞与」について「反映させている」「一定程度反映させている」があわせて45.0%と続いた。



昇給・昇進

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	178 (19.3%)	255 (27.7%)	137 (14.9%)	116 (12.6%)	236 (25.6%)	
地域	北海道・東北	133 (100.0%)	34 (25.6%)	40 (30.1%)	13 (9.8%)	13 (9.8%)	33 (24.8%)
	関東	232 (100.0%)	52 (22.4%)	61 (26.3%)	30 (12.9%)	25 (10.8%)	64 (27.6%)
	信越・北陸	68 (100.0%)	13 (19.1%)	14 (20.6%)	18 (26.5%)	10 (14.7%)	13 (19.1%)
	東海	95 (100.0%)	22 (23.2%)	31 (32.6%)	8 (8.4%)	15 (15.8%)	19 (20.0%)
	近畿	127 (100.0%)	23 (18.1%)	34 (26.8%)	17 (13.4%)	21 (16.5%)	32 (25.2%)
	中国	74 (100.0%)	11 (14.9%)	30 (40.5%)	11 (14.9%)	8 (10.8%)	14 (18.9%)
	四国	45 (100.0%)	3 (6.7%)	12 (26.7%)	12 (26.7%)	5 (11.1%)	13 (28.9%)
	九州・沖縄	142 (100.0%)	18 (12.7%)	31 (21.8%)	28 (19.7%)	19 (13.4%)	46 (32.4%)
	無回答	6 (100.0%)	2 (33.3%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	2 (33.3%)
	定床数	50床未満	12 (100.0%)	4 (33.3%)	4 (33.3%)	0 (0.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	27 (16.0%)	44 (26.0%)	27 (16.0%)	31 (18.3%)	40 (23.7%)
80～100床未満		211 (100.0%)	37 (17.5%)	58 (27.5%)	39 (18.5%)	23 (10.9%)	54 (25.6%)
100～120床未満		407 (100.0%)	80 (19.7%)	116 (28.5%)	59 (14.5%)	45 (11.1%)	107 (26.3%)
120～150床未満		52 (100.0%)	10 (19.2%)	17 (32.7%)	7 (13.5%)	3 (5.8%)	15 (28.8%)
150床以上		65 (100.0%)	20 (30.8%)	13 (20.0%)	5 (7.7%)	11 (16.9%)	16 (24.6%)
無回答		6 (100.0%)	0 (0.0%)	3 (50.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	4 (12.9%)	8 (25.8%)	5 (16.1%)	5 (16.1%)
	20～30人未満	111 (100.0%)	21 (18.9%)	31 (27.9%)	18 (16.2%)	17 (15.3%)	24 (21.6%)
	30～40人未満	240 (100.0%)	35 (14.6%)	65 (27.1%)	39 (16.3%)	31 (12.9%)	70 (29.2%)
	40～50人未満	174 (100.0%)	36 (20.7%)	53 (30.5%)	20 (11.5%)	27 (15.5%)	38 (21.8%)
	50～70人未満	168 (100.0%)	34 (20.2%)	48 (28.6%)	26 (15.5%)	20 (11.9%)	40 (23.8%)
	70～100人未満	118 (100.0%)	27 (22.9%)	29 (24.6%)	17 (14.4%)	11 (9.3%)	34 (28.8%)
	100人以上	51 (100.0%)	13 (25.5%)	16 (31.4%)	7 (13.7%)	3 (5.9%)	12 (23.5%)
	無回答	29 (100.0%)	8 (27.6%)	5 (17.2%)	5 (17.2%)	2 (6.9%)	9 (31.0%)

給与

		全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答
全体		922 ( 100.0%)	150 ( 16.3%)	256 ( 27.8%)	144 ( 15.6%)	134 ( 14.5%)	238 ( 25.8%)
地域	北海道・東北	133 ( 100.0%)	27 ( 20.3%)	40 ( 30.1%)	18 ( 13.5%)	13 ( 9.8%)	35 ( 26.3%)
	関東	232 ( 100.0%)	47 ( 20.3%)	60 ( 25.9%)	31 ( 13.4%)	34 ( 14.7%)	60 ( 25.9%)
	信越・北陸	68 ( 100.0%)	10 ( 14.7%)	16 ( 23.5%)	21 ( 30.9%)	9 ( 13.2%)	12 ( 17.6%)
	東海	95 ( 100.0%)	17 ( 17.9%)	34 ( 35.8%)	7 ( 7.4%)	17 ( 17.9%)	20 ( 21.1%)
	近畿	127 ( 100.0%)	22 ( 17.3%)	29 ( 22.8%)	20 ( 15.7%)	23 ( 18.1%)	33 ( 26.0%)
	中国	74 ( 100.0%)	12 ( 16.2%)	29 ( 39.2%)	12 ( 16.2%)	8 ( 10.8%)	13 ( 17.6%)
	四国	45 ( 100.0%)	3 ( 6.7%)	13 ( 28.9%)	11 ( 24.4%)	5 ( 11.1%)	13 ( 28.9%)
	九州・沖縄	142 ( 100.0%)	10 ( 7.0%)	33 ( 23.2%)	24 ( 16.9%)	25 ( 17.6%)	50 ( 35.2%)
	無回答	6 ( 100.0%)	2 ( 33.3%)	2 ( 33.3%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 33.3%)
	定床数	50床未満	12 ( 100.0%)	1 ( 8.3%)	8 ( 66.7%)	0 ( 0.0%)	1 ( 8.3%)
50～80床未満		169 ( 100.0%)	22 ( 13.0%)	45 ( 26.6%)	33 ( 19.5%)	33 ( 19.5%)	36 ( 21.3%)
80～100床未満		211 ( 100.0%)	30 ( 14.2%)	62 ( 29.4%)	33 ( 15.6%)	32 ( 15.2%)	54 ( 25.6%)
100～120床未満		407 ( 100.0%)	75 ( 18.4%)	104 ( 25.6%)	63 ( 15.5%)	52 ( 12.8%)	113 ( 27.8%)
120～150床未満		52 ( 100.0%)	8 ( 15.4%)	14 ( 26.9%)	9 ( 17.3%)	6 ( 11.5%)	15 ( 28.8%)
150床以上		65 ( 100.0%)	14 ( 21.5%)	20 ( 30.8%)	6 ( 9.2%)	9 ( 13.8%)	16 ( 24.6%)
無回答		6 ( 100.0%)	0 ( 0.0%)	3 ( 50.0%)	0 ( 0.0%)	1 ( 16.7%)	2 ( 33.3%)
職員数	20人未満	31 ( 100.0%)	4 ( 12.9%)	9 ( 29.0%)	6 ( 19.4%)	4 ( 12.9%)	8 ( 25.8%)
	20～30人未満	111 ( 100.0%)	16 ( 14.4%)	36 ( 32.4%)	18 ( 16.2%)	20 ( 18.0%)	21 ( 18.9%)
	30～40人未満	240 ( 100.0%)	26 ( 10.8%)	68 ( 28.3%)	43 ( 17.9%)	31 ( 12.9%)	72 ( 30.0%)
	40～50人未満	174 ( 100.0%)	35 ( 20.1%)	44 ( 25.3%)	23 ( 13.2%)	33 ( 19.0%)	39 ( 22.4%)
	50～70人未満	168 ( 100.0%)	26 ( 15.5%)	54 ( 32.1%)	24 ( 14.3%)	22 ( 13.1%)	42 ( 25.0%)
	70～100人未満	118 ( 100.0%)	26 ( 22.0%)	24 ( 20.3%)	19 ( 16.1%)	15 ( 12.7%)	34 ( 28.8%)
	100人以上	51 ( 100.0%)	11 ( 21.6%)	14 ( 27.5%)	8 ( 15.7%)	5 ( 9.8%)	13 ( 25.5%)
	無回答	29 ( 100.0%)	6 ( 20.7%)	7 ( 24.1%)	3 ( 10.3%)	4 ( 13.8%)	9 ( 31.0%)

賞与

		全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答
全体		922 ( 100.0%)	190 ( 20.6%)	225 ( 24.4%)	116 ( 12.6%)	145 ( 15.7%)	246 ( 26.7%)
地域	北海道・東北	133 ( 100.0%)	26 ( 19.5%)	39 ( 29.3%)	17 ( 12.8%)	20 ( 15.0%)	31 ( 23.3%)
	関東	232 ( 100.0%)	64 ( 27.6%)	49 ( 21.1%)	24 ( 10.3%)	32 ( 13.8%)	63 ( 27.2%)
	信越・北陸	68 ( 100.0%)	13 ( 19.1%)	14 ( 20.6%)	15 ( 22.1%)	12 ( 17.6%)	14 ( 20.6%)
	東海	95 ( 100.0%)	19 ( 20.0%)	30 ( 31.6%)	7 ( 7.4%)	19 ( 20.0%)	20 ( 21.1%)
	近畿	127 ( 100.0%)	25 ( 19.7%)	30 ( 23.6%)	14 ( 11.0%)	21 ( 16.5%)	37 ( 29.1%)
	中国	74 ( 100.0%)	13 ( 17.6%)	23 ( 31.1%)	12 ( 16.2%)	9 ( 12.2%)	17 ( 23.0%)
	四国	45 ( 100.0%)	8 ( 17.8%)	11 ( 24.4%)	6 ( 13.3%)	6 ( 13.3%)	14 ( 31.1%)
	九州・沖縄	142 ( 100.0%)	19 ( 13.4%)	28 ( 19.7%)	21 ( 14.8%)	26 ( 18.3%)	48 ( 33.8%)
	無回答	6 ( 100.0%)	3 ( 50.0%)	1 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 33.3%)
	定床数	50床未満	12 ( 100.0%)	3 ( 25.0%)	6 ( 50.0%)	1 ( 8.3%)	0 ( 0.0%)
50～80床未満		169 ( 100.0%)	26 ( 15.4%)	41 ( 24.3%)	28 ( 16.6%)	34 ( 20.1%)	40 ( 23.7%)
80～100床未満		211 ( 100.0%)	42 ( 19.9%)	50 ( 23.7%)	26 ( 12.3%)	36 ( 17.1%)	57 ( 27.0%)
100～120床未満		407 ( 100.0%)	95 ( 23.3%)	94 ( 23.1%)	51 ( 12.5%)	58 ( 14.3%)	109 ( 26.8%)
120～150床未満		52 ( 100.0%)	11 ( 21.2%)	14 ( 26.9%)	6 ( 11.5%)	6 ( 11.5%)	15 ( 28.8%)
150床以上		65 ( 100.0%)	13 ( 20.0%)	17 ( 26.2%)	4 ( 6.2%)	10 ( 15.4%)	21 ( 32.3%)
無回答		6 ( 100.0%)	0 ( 0.0%)	3 ( 50.0%)	0 ( 0.0%)	1 ( 16.7%)	2 ( 33.3%)
職員数	20人未満	31 ( 100.0%)	6 ( 19.4%)	7 ( 22.6%)	6 ( 19.4%)	4 ( 12.9%)	8 ( 25.8%)
	20～30人未満	111 ( 100.0%)	17 ( 15.3%)	31 ( 27.9%)	19 ( 17.1%)	20 ( 18.0%)	24 ( 21.6%)
	30～40人未満	240 ( 100.0%)	46 ( 19.2%)	58 ( 24.2%)	30 ( 12.5%)	36 ( 15.0%)	70 ( 29.2%)
	40～50人未満	174 ( 100.0%)	47 ( 27.0%)	34 ( 19.5%)	17 ( 9.8%)	32 ( 18.4%)	44 ( 25.3%)
	50～70人未満	168 ( 100.0%)	26 ( 15.5%)	48 ( 28.6%)	21 ( 12.5%)	28 ( 16.7%)	45 ( 26.8%)
	70～100人未満	118 ( 100.0%)	34 ( 28.8%)	23 ( 19.5%)	13 ( 11.0%)	15 ( 12.7%)	33 ( 28.0%)
	100人以上	51 ( 100.0%)	9 ( 17.6%)	15 ( 29.4%)	8 ( 15.7%)	4 ( 7.8%)	15 ( 29.4%)
	無回答	29 ( 100.0%)	5 ( 17.2%)	9 ( 31.0%)	2 ( 6.9%)	6 ( 20.7%)	7 ( 24.1%)

## 異動配置

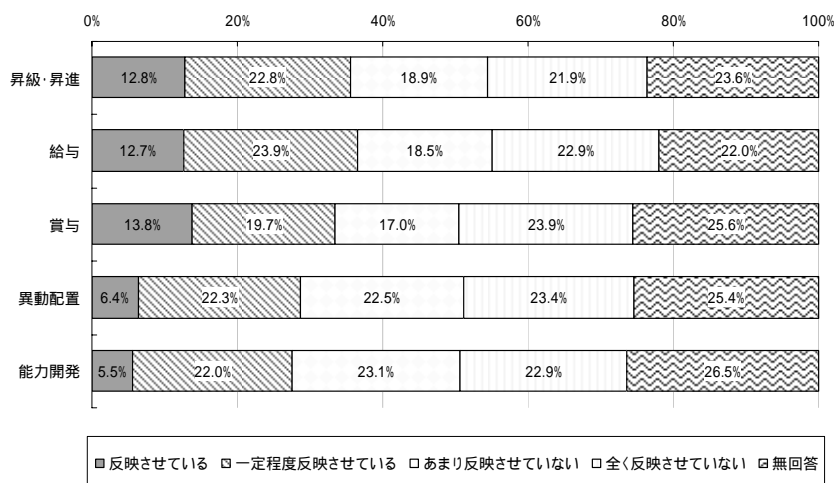
	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	81 (8.8%)	241 (26.1%)	193 (20.9%)	144 (15.6%)	263 (28.5%)	
地域	北海道・東北	133 (100.0%)	13 (9.8%)	46 (34.6%)	23 (17.3%)	15 (11.3%)	36 (27.1%)
	関東	232 (100.0%)	27 (11.6%)	61 (26.3%)	47 (20.3%)	31 (13.4%)	66 (28.4%)
	信越・北陸	68 (100.0%)	1 (1.5%)	21 (30.9%)	19 (27.9%)	13 (19.1%)	14 (20.6%)
	東海	95 (100.0%)	8 (8.4%)	23 (24.2%)	18 (18.9%)	20 (21.1%)	26 (27.4%)
	近畿	127 (100.0%)	17 (13.4%)	24 (18.9%)	23 (18.1%)	26 (20.5%)	37 (29.1%)
	中国	74 (100.0%)	4 (5.4%)	25 (33.8%)	18 (24.3%)	11 (14.9%)	16 (21.6%)
	四国	45 (100.0%)	1 (2.2%)	12 (26.7%)	11 (24.4%)	7 (15.6%)	14 (31.1%)
	九州・沖縄	142 (100.0%)	8 (5.6%)	29 (20.4%)	32 (22.5%)	21 (14.8%)	52 (36.6%)
	無回答	6 (100.0%)	2 (33.3%)	0 (0.0%)	2 (33.3%)	0 (0.0%)	2 (33.3%)
	定床数	50床未満	12 (100.0%)	3 (25.0%)	2 (16.7%)	3 (25.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	9 (5.3%)	42 (24.9%)	33 (19.5%)	42 (24.9%)	43 (25.4%)
80～100床未満		211 (100.0%)	22 (10.4%)	57 (27.0%)	43 (20.4%)	29 (13.7%)	60 (28.4%)
100～120床未満		407 (100.0%)	36 (8.8%)	106 (26.0%)	87 (21.4%)	56 (13.8%)	122 (30.0%)
120～150床未満		52 (100.0%)	2 (3.8%)	15 (28.8%)	15 (28.8%)	5 (9.6%)	15 (28.8%)
150床以上		65 (100.0%)	9 (13.8%)	17 (26.2%)	11 (16.9%)	10 (15.4%)	18 (27.7%)
無回答		6 (100.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	1 (16.7%)	2 (33.3%)
職員数	20人未満	31 (100.0%)	2 (6.5%)	5 (16.1%)	8 (25.8%)	6 (19.4%)	10 (32.3%)
	20～30人未満	111 (100.0%)	11 (9.9%)	28 (25.2%)	21 (18.9%)	24 (21.6%)	27 (24.3%)
	30～40人未満	240 (100.0%)	16 (6.7%)	64 (26.7%)	55 (22.9%)	31 (12.9%)	74 (30.8%)
	40～50人未満	174 (100.0%)	14 (8.0%)	47 (27.0%)	34 (19.5%)	37 (21.3%)	42 (24.1%)
	50～70人未満	168 (100.0%)	16 (9.5%)	48 (28.6%)	36 (21.4%)	19 (11.3%)	49 (29.2%)
	70～100人未満	118 (100.0%)	10 (8.5%)	32 (27.1%)	18 (15.3%)	19 (16.1%)	39 (33.1%)
	100人以上	51 (100.0%)	7 (13.7%)	12 (23.5%)	16 (31.4%)	3 (5.9%)	13 (25.5%)
	無回答	29 (100.0%)	5 (17.2%)	5 (17.2%)	5 (17.2%)	5 (17.2%)	9 (31.0%)

## 能力開発

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	67 (7.3%)	242 (26.2%)	208 (22.6%)	136 (14.8%)	269 (29.2%)	
地域	北海道・東北	133 (100.0%)	12 (9.0%)	39 (29.3%)	28 (21.1%)	15 (11.3%)	39 (29.3%)
	関東	232 (100.0%)	22 (9.5%)	59 (25.4%)	54 (23.3%)	29 (12.5%)	68 (29.3%)
	信越・北陸	68 (100.0%)	3 (4.4%)	16 (23.5%)	24 (35.3%)	11 (16.2%)	14 (20.6%)
	東海	95 (100.0%)	4 (4.2%)	33 (34.7%)	17 (17.9%)	19 (20.0%)	22 (23.2%)
	近畿	127 (100.0%)	12 (9.4%)	24 (18.9%)	28 (22.0%)	24 (18.9%)	39 (30.7%)
	中国	74 (100.0%)	5 (6.8%)	25 (33.8%)	16 (21.6%)	11 (14.9%)	17 (23.0%)
	四国	45 (100.0%)	1 (2.2%)	13 (28.9%)	12 (26.7%)	5 (11.1%)	14 (31.1%)
	九州・沖縄	142 (100.0%)	6 (4.2%)	32 (22.5%)	28 (19.7%)	22 (15.5%)	54 (38.0%)
	無回答	6 (100.0%)	2 (33.3%)	1 (16.7%)	1 (16.7%)	0 (0.0%)	2 (33.3%)
	定床数	50床未満	12 (100.0%)	2 (16.7%)	4 (33.3%)	3 (25.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	9 (5.3%)	39 (23.1%)	38 (22.5%)	40 (23.7%)	43 (25.4%)
80～100床未満		211 (100.0%)	15 (7.1%)	55 (26.1%)	46 (21.8%)	29 (13.7%)	66 (31.3%)
100～120床未満		407 (100.0%)	31 (7.6%)	108 (26.5%)	92 (22.6%)	52 (12.8%)	124 (30.5%)
120～150床未満		52 (100.0%)	3 (5.8%)	15 (28.8%)	15 (28.8%)	4 (7.7%)	15 (28.8%)
150床以上		65 (100.0%)	7 (10.8%)	19 (29.2%)	13 (20.0%)	9 (13.8%)	17 (26.2%)
無回答		6 (100.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	1 (16.7%)	2 (33.3%)
職員数	20人未満	31 (100.0%)	2 (6.5%)	6 (19.4%)	7 (22.6%)	6 (19.4%)	10 (32.3%)
	20～30人未満	111 (100.0%)	7 (6.3%)	28 (25.2%)	26 (23.4%)	24 (21.6%)	26 (23.4%)
	30～40人未満	240 (100.0%)	14 (5.8%)	64 (26.7%)	59 (24.6%)	26 (10.8%)	77 (32.1%)
	40～50人未満	174 (100.0%)	11 (6.3%)	44 (25.3%)	38 (21.8%)	36 (20.7%)	45 (25.9%)
	50～70人未満	168 (100.0%)	11 (6.5%)	50 (29.8%)	36 (21.4%)	22 (13.1%)	49 (29.2%)
	70～100人未満	118 (100.0%)	11 (9.3%)	32 (27.1%)	22 (18.6%)	14 (11.9%)	39 (33.1%)
	100人以上	51 (100.0%)	7 (13.7%)	13 (25.5%)	14 (27.5%)	3 (5.9%)	14 (27.5%)
	無回答	29 (100.0%)	4 (13.8%)	5 (17.2%)	6 (20.7%)	5 (17.2%)	9 (31.0%)

【非正社員 非常勤】

Q6で「はい」と答えた方に、人事考課の結果の反映について聞いたところ、非正社員非常勤に対してでは「給与」について「反映させている」「一定程度反映させている」があわせて36.6%と最も高く、「昇給・昇進」については「反映させている」「一定程度反映させている」があわせて35.6%と続いた。



昇給・昇進

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	118 (12.8%)	210 (22.8%)	174 (18.9%)	202 (21.9%)	218 (23.6%)	
地域	北海道・東北	133 (100.0%)	16 (12.0%)	24 (18.0%)	27 (20.3%)	24 (18.0%)	42 (31.6%)
	関東	232 (100.0%)	33 (14.2%)	64 (27.6%)	37 (15.9%)	46 (19.8%)	52 (22.4%)
	信越・北陸	68 (100.0%)	6 (8.8%)	11 (16.2%)	20 (29.4%)	16 (23.5%)	15 (22.1%)
	東海	95 (100.0%)	16 (16.8%)	24 (25.3%)	17 (17.9%)	21 (22.1%)	17 (17.9%)
	近畿	127 (100.0%)	21 (16.5%)	31 (24.4%)	21 (16.5%)	26 (20.5%)	28 (22.0%)
	中国	74 (100.0%)	10 (13.5%)	23 (31.1%)	11 (14.9%)	14 (18.9%)	16 (21.6%)
	四国	45 (100.0%)	2 (4.4%)	12 (26.7%)	10 (22.2%)	13 (28.9%)	8 (17.8%)
	九州・沖縄	142 (100.0%)	13 (9.2%)	18 (12.7%)	29 (20.4%)	42 (29.6%)	40 (28.2%)
	無回答	6 (100.0%)	1 (16.7%)	3 (50.0%)	2 (33.3%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	3 (25.0%)	2 (16.7%)	2 (16.7%)	1 (8.3%)
50～80床未満		169 (100.0%)	20 (11.8%)	36 (21.3%)	28 (16.6%)	46 (27.2%)	39 (23.1%)
80～100床未満		211 (100.0%)	23 (10.9%)	47 (22.3%)	44 (20.9%)	50 (23.7%)	47 (22.3%)
100～120床未満		407 (100.0%)	56 (13.8%)	94 (23.1%)	79 (19.4%)	81 (19.9%)	97 (23.8%)
120～150床未満		52 (100.0%)	6 (11.5%)	15 (28.8%)	7 (13.5%)	8 (15.4%)	16 (30.8%)
150床以上		65 (100.0%)	10 (15.4%)	13 (20.0%)	13 (20.0%)	15 (23.1%)	14 (21.5%)
無回答		6 (100.0%)	0 (0.0%)	3 (50.0%)	1 (16.7%)	1 (16.7%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	3 (9.7%)	9 (29.0%)	4 (12.9%)	6 (19.4%)
	20～30人未満	111 (100.0%)	16 (14.4%)	18 (16.2%)	21 (18.9%)	28 (25.2%)	28 (25.2%)
	30～40人未満	240 (100.0%)	17 (7.1%)	56 (23.3%)	49 (20.4%)	57 (23.8%)	61 (25.4%)
	40～50人未満	174 (100.0%)	27 (15.5%)	43 (24.7%)	32 (18.4%)	40 (23.0%)	32 (18.4%)
	50～70人未満	168 (100.0%)	19 (11.3%)	36 (21.4%)	37 (22.0%)	36 (21.4%)	40 (23.8%)
	70～100人未満	118 (100.0%)	25 (21.2%)	26 (22.0%)	22 (18.6%)	16 (13.6%)	29 (24.6%)
	100人以上	51 (100.0%)	5 (9.8%)	15 (29.4%)	5 (9.8%)	13 (25.5%)	13 (25.5%)
	無回答	29 (100.0%)	6 (20.7%)	7 (24.1%)	4 (13.8%)	6 (20.7%)	6 (20.7%)

給与

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	117 (12.7%)	220 (23.9%)	171 (18.5%)	211 (22.9%)	203 (22.0%)	
地域	北海道・東北	133 (100.0%)	16 (12.0%)	23 (17.3%)	30 (22.6%)	24 (18.0%)	40 (30.1%)
	関東	232 (100.0%)	38 (16.4%)	61 (26.3%)	37 (15.9%)	51 (22.0%)	45 (19.4%)
	信越・北陸	68 (100.0%)	4 (5.9%)	17 (25.0%)	21 (30.9%)	14 (20.6%)	12 (17.6%)
	東海	95 (100.0%)	14 (14.7%)	30 (31.6%)	12 (12.6%)	22 (23.2%)	17 (17.9%)
	近畿	127 (100.0%)	22 (17.3%)	29 (22.8%)	23 (18.1%)	27 (21.3%)	26 (20.5%)
	中国	74 (100.0%)	11 (14.9%)	25 (33.8%)	11 (14.9%)	14 (18.9%)	13 (17.6%)
	四国	45 (100.0%)	2 (4.4%)	13 (28.9%)	10 (22.2%)	13 (28.9%)	7 (15.6%)
	九州・沖縄	142 (100.0%)	9 (6.3%)	19 (13.4%)	25 (17.6%)	46 (32.4%)	43 (30.3%)
	無回答	6 (100.0%)	1 (16.7%)	3 (50.0%)	2 (33.3%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	1 (8.3%)	7 (58.3%)	0 (0.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	19 (11.2%)	36 (21.3%)	30 (17.8%)	49 (29.0%)	35 (20.7%)
80～100床未満		211 (100.0%)	21 (10.0%)	53 (25.1%)	41 (19.4%)	54 (25.6%)	42 (19.9%)
100～120床未満		407 (100.0%)	56 (13.8%)	91 (22.4%)	81 (19.9%)	82 (20.1%)	97 (23.8%)
120～150床未満		52 (100.0%)	6 (11.5%)	14 (26.9%)	7 (13.5%)	11 (21.2%)	14 (26.9%)
150床以上		65 (100.0%)	14 (21.5%)	16 (24.6%)	11 (16.9%)	13 (20.0%)	11 (16.9%)
無回答		6 (100.0%)	0 (0.0%)	3 (50.0%)	1 (16.7%)	1 (16.7%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	2 (6.5%)	10 (32.3%)	4 (12.9%)	7 (22.6%)
20～30人未満	111 (100.0%)	14 (12.6%)	26 (23.4%)	20 (18.0%)	28 (25.2%)	23 (20.7%)	
30～40人未満	240 (100.0%)	17 (7.1%)	60 (25.0%)	51 (21.3%)	57 (23.8%)	55 (22.9%)	
40～50人未満	174 (100.0%)	31 (17.8%)	36 (20.7%)	35 (20.1%)	43 (24.7%)	29 (16.7%)	
50～70人未満	168 (100.0%)	17 (10.1%)	44 (26.2%)	29 (17.3%)	37 (22.0%)	41 (24.4%)	
70～100人未満	118 (100.0%)	24 (20.3%)	26 (22.0%)	22 (18.6%)	18 (15.3%)	28 (23.7%)	
100人以上	51 (100.0%)	7 (13.7%)	13 (25.5%)	5 (9.8%)	13 (25.5%)	13 (25.5%)	
無回答	29 (100.0%)	5 (17.2%)	5 (17.2%)	5 (17.2%)	6 (27.6%)	6 (20.7%)	

賞与

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	127 (13.8%)	182 (19.7%)	157 (17.0%)	220 (23.9%)	236 (25.6%)	
地域	北海道・東北	133 (100.0%)	16 (12.0%)	22 (16.5%)	27 (20.3%)	31 (23.3%)	37 (27.8%)
	関東	232 (100.0%)	42 (18.1%)	49 (21.1%)	39 (16.8%)	46 (19.8%)	56 (24.1%)
	信越・北陸	68 (100.0%)	10 (14.7%)	10 (14.7%)	14 (20.6%)	19 (27.9%)	15 (22.1%)
	東海	95 (100.0%)	13 (13.7%)	28 (29.5%)	14 (14.7%)	22 (23.2%)	18 (18.9%)
	近畿	127 (100.0%)	25 (19.7%)	23 (18.1%)	21 (16.5%)	23 (18.1%)	35 (27.6%)
	中国	74 (100.0%)	9 (12.2%)	16 (21.6%)	10 (13.5%)	17 (23.0%)	22 (29.7%)
	四国	45 (100.0%)	2 (4.4%)	11 (24.4%)	7 (15.6%)	16 (35.6%)	9 (20.0%)
	九州・沖縄	142 (100.0%)	10 (7.0%)	20 (14.1%)	23 (16.2%)	45 (31.7%)	44 (31.0%)
	無回答	6 (100.0%)	0 (0.0%)	3 (50.0%)	2 (33.3%)	1 (16.7%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	2 (16.7%)	5 (41.7%)	1 (8.3%)	1 (8.3%)
50～80床未満		169 (100.0%)	16 (9.5%)	33 (19.5%)	28 (16.6%)	52 (30.8%)	40 (23.7%)
80～100床未満		211 (100.0%)	28 (13.3%)	38 (18.0%)	35 (16.6%)	58 (27.5%)	52 (24.6%)
100～120床未満		407 (100.0%)	66 (16.2%)	76 (18.7%)	77 (18.9%)	84 (20.6%)	104 (25.6%)
120～150床未満		52 (100.0%)	7 (13.5%)	12 (23.1%)	6 (11.5%)	9 (17.3%)	18 (34.6%)
150床以上		65 (100.0%)	8 (12.3%)	16 (24.6%)	9 (13.8%)	14 (21.5%)	18 (27.7%)
無回答		6 (100.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	3 (9.7%)	8 (25.8%)	5 (16.1%)	7 (22.6%)
20～30人未満	111 (100.0%)	12 (10.8%)	19 (17.1%)	21 (18.9%)	32 (28.8%)	27 (24.3%)	
30～40人未満	240 (100.0%)	33 (13.8%)	50 (20.8%)	39 (16.3%)	58 (24.2%)	60 (25.0%)	
40～50人未満	174 (100.0%)	31 (17.8%)	27 (15.5%)	32 (18.4%)	44 (25.3%)	40 (23.0%)	
50～70人未満	168 (100.0%)	14 (8.3%)	38 (22.6%)	31 (18.5%)	38 (22.6%)	47 (28.0%)	
70～100人未満	118 (100.0%)	26 (22.0%)	21 (17.8%)	18 (15.3%)	20 (16.9%)	33 (28.0%)	
100人以上	51 (100.0%)	4 (7.8%)	14 (27.5%)	6 (11.8%)	11 (21.6%)	16 (31.4%)	
無回答	29 (100.0%)	4 (13.8%)	5 (17.2%)	5 (17.2%)	10 (34.5%)	5 (17.2%)	

## 異動配置

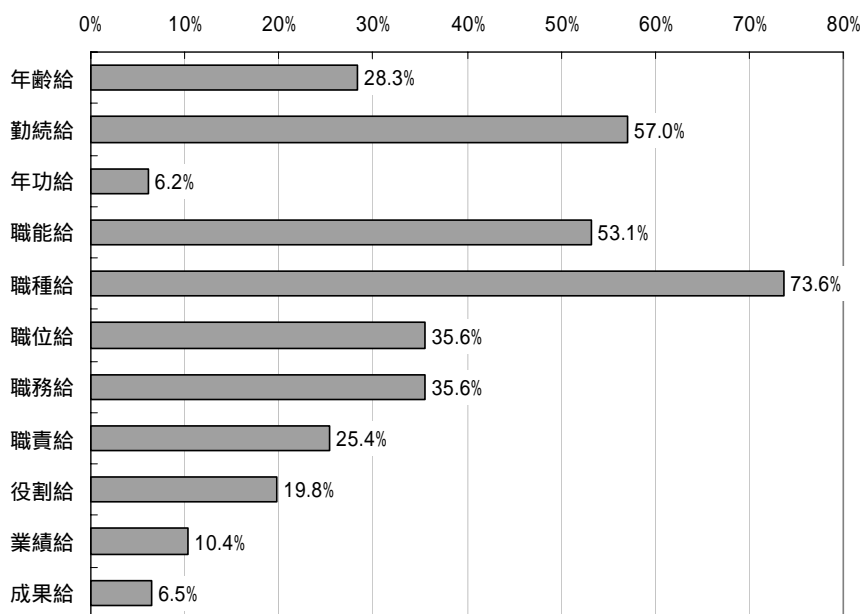
	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	59 (6.4%)	206 (22.3%)	207 (22.5%)	216 (23.4%)	234 (25.4%)	
地域	北海道・東北	133 (100.0%)	9 (6.8%)	32 (24.1%)	26 (19.5%)	25 (18.8%)	41 (30.8%)
	関東	232 (100.0%)	19 (8.2%)	56 (24.1%)	57 (24.6%)	46 (19.8%)	54 (23.3%)
	信越・北陸	68 (100.0%)	0 (0.0%)	15 (22.1%)	18 (26.5%)	20 (29.4%)	15 (22.1%)
	東海	95 (100.0%)	6 (6.3%)	24 (25.3%)	22 (23.2%)	23 (24.2%)	20 (21.1%)
	近畿	127 (100.0%)	15 (11.8%)	27 (21.3%)	26 (20.5%)	28 (22.0%)	31 (24.4%)
	中国	74 (100.0%)	4 (5.4%)	22 (29.7%)	13 (17.6%)	18 (24.3%)	17 (23.0%)
	四国	45 (100.0%)	1 (2.2%)	10 (22.2%)	11 (24.4%)	15 (33.3%)	8 (17.8%)
	九州・沖縄	142 (100.0%)	4 (2.8%)	19 (13.4%)	31 (21.8%)	40 (28.2%)	48 (33.8%)
	無回答	6 (100.0%)	1 (16.7%)	1 (16.7%)	3 (50.0%)	1 (16.7%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	3 (25.0%)	1 (8.3%)	3 (25.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	6 (3.6%)	34 (20.1%)	34 (20.1%)	54 (32.0%)	41 (24.3%)
80～100床未満		211 (100.0%)	17 (8.1%)	48 (22.7%)	47 (22.3%)	50 (23.7%)	49 (23.2%)
100～120床未満		407 (100.0%)	27 (6.6%)	90 (22.1%)	94 (23.1%)	86 (21.1%)	110 (27.0%)
120～150床未満		52 (100.0%)	0 (0.0%)	14 (26.9%)	12 (23.1%)	11 (21.2%)	15 (28.8%)
150床以上		65 (100.0%)	6 (9.2%)	17 (26.2%)	16 (24.6%)	12 (18.5%)	14 (21.5%)
無回答		6 (100.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	1 (3.2%)	6 (19.4%)	7 (22.6%)	7 (22.6%)
	20～30人未満	111 (100.0%)	10 (9.0%)	17 (15.3%)	22 (19.8%)	33 (29.7%)	29 (26.1%)
	30～40人未満	240 (100.0%)	10 (4.2%)	54 (22.5%)	56 (23.3%)	59 (24.6%)	61 (25.4%)
	40～50人未満	174 (100.0%)	9 (5.2%)	40 (23.0%)	41 (23.6%)	49 (28.2%)	35 (20.1%)
	50～70人未満	168 (100.0%)	13 (7.7%)	39 (23.2%)	41 (24.4%)	28 (16.7%)	47 (28.0%)
	70～100人未満	118 (100.0%)	8 (6.8%)	32 (27.1%)	24 (20.3%)	22 (18.6%)	32 (27.1%)
	100人以上	51 (100.0%)	4 (7.8%)	14 (27.5%)	8 (15.7%)	11 (21.6%)	14 (27.5%)
	無回答	29 (100.0%)	4 (13.8%)	4 (13.8%)	8 (27.6%)	7 (24.1%)	6 (20.7%)

## 能力開発

	全体	人事考課の結果を反映させている	人事考課の結果を一定程度反映させている	人事考課の結果をあまり反映させていない	人事考課の結果を全く反映させていない	無回答	
全体	922 (100.0%)	51 (5.5%)	203 (22.0%)	213 (23.1%)	211 (22.9%)	244 (26.5%)	
地域	北海道・東北	133 (100.0%)	9 (6.8%)	28 (21.1%)	27 (20.3%)	27 (20.3%)	42 (31.6%)
	関東	232 (100.0%)	16 (6.9%)	58 (25.0%)	57 (24.6%)	45 (19.4%)	56 (24.1%)
	信越・北陸	68 (100.0%)	2 (2.9%)	11 (16.2%)	21 (30.9%)	19 (27.9%)	15 (22.1%)
	東海	95 (100.0%)	3 (3.2%)	29 (30.5%)	22 (23.2%)	20 (21.1%)	21 (22.1%)
	近畿	127 (100.0%)	12 (9.4%)	25 (19.7%)	30 (23.6%)	27 (21.3%)	33 (26.0%)
	中国	74 (100.0%)	4 (5.4%)	22 (29.7%)	12 (16.2%)	18 (24.3%)	18 (24.3%)
	四国	45 (100.0%)	1 (2.2%)	10 (22.2%)	12 (26.7%)	14 (31.1%)	8 (17.8%)
	九州・沖縄	142 (100.0%)	3 (2.1%)	18 (12.7%)	29 (20.4%)	41 (28.9%)	51 (35.9%)
	無回答	6 (100.0%)	1 (16.7%)	2 (33.3%)	3 (50.0%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	2 (16.7%)	3 (25.0%)	3 (25.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	6 (3.6%)	32 (18.9%)	37 (21.9%)	53 (31.4%)	41 (24.3%)
80～100床未満		211 (100.0%)	11 (5.2%)	48 (22.7%)	49 (23.2%)	49 (23.2%)	54 (25.6%)
100～120床未満		407 (100.0%)	26 (6.4%)	88 (21.6%)	94 (23.1%)	84 (20.6%)	115 (28.3%)
120～150床未満		52 (100.0%)	1 (1.9%)	15 (28.8%)	10 (19.2%)	10 (19.2%)	16 (30.8%)
150床以上		65 (100.0%)	5 (7.7%)	15 (23.1%)	19 (29.2%)	12 (18.5%)	14 (21.5%)
無回答		6 (100.0%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	1 (3.2%)	6 (19.4%)	7 (22.6%)	7 (22.6%)
	20～30人未満	111 (100.0%)	6 (5.4%)	20 (18.0%)	23 (20.7%)	34 (30.6%)	28 (25.2%)
	30～40人未満	240 (100.0%)	10 (4.2%)	54 (22.5%)	58 (24.2%)	52 (21.7%)	66 (27.5%)
	40～50人未満	174 (100.0%)	7 (4.0%)	41 (23.6%)	43 (24.7%)	47 (27.0%)	36 (20.7%)
	50～70人未満	168 (100.0%)	9 (5.4%)	35 (20.8%)	43 (25.6%)	33 (19.6%)	48 (28.6%)
	70～100人未満	118 (100.0%)	11 (9.3%)	29 (24.6%)	25 (21.2%)	18 (15.3%)	35 (29.7%)
	100人以上	51 (100.0%)	4 (7.8%)	13 (25.5%)	7 (13.7%)	12 (23.5%)	15 (29.4%)
	無回答	29 (100.0%)	3 (10.3%)	5 (17.2%)	7 (24.1%)	8 (27.6%)	6 (20.7%)

Q6-4.施設の賃金体系（複数回答）(n=922)

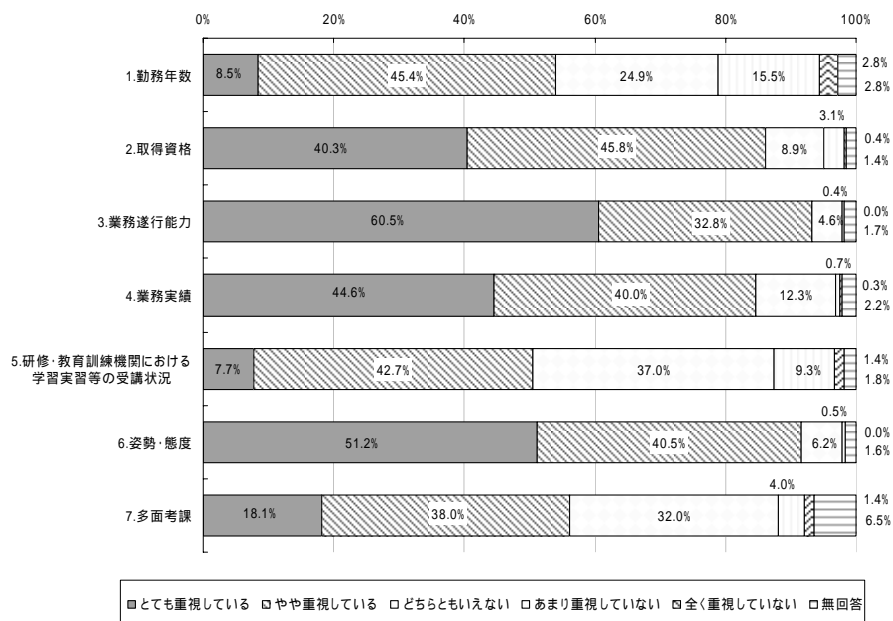
Q6で「はい」と答えた方に、施設の賃金体系に採用している賃金種別について聞いたところ、「職種給」が73.6%と最も多く、「勤続給」が57.0%、「職能給」が53.1%と続いた。また、「年功給」が6.2%と最も少なく、「成果給」が6.5%、「業績給」が10.4%と続いた。



	全体	年齢給	勤続給	年功給	職能給	職種給	職位給	職務給	職責給	役割給	業績給	成果給	無回答	
全体	922 (100.0%)	261 (28.3%)	526 (57.0%)	57 (6.2%)	490 (53.1%)	679 (73.6%)	328 (35.6%)	328 (35.6%)	234 (25.4%)	183 (19.8%)	96 (10.4%)	60 (6.5%)	10 (1.1%)	
地域	北海道・東北	133 (100.0%)	47 (35.3%)	81 (60.9%)	9 (6.8%)	64 (48.1%)	97 (72.9%)	47 (35.3%)	38 (28.6%)	27 (20.3%)	24 (18.0%)	12 (9.0%)	10 (7.5%)	0 (0.0%)
	関東	232 (100.0%)	63 (27.2%)	133 (57.3%)	15 (6.5%)	126 (54.3%)	169 (72.8%)	91 (39.2%)	87 (37.5%)	58 (25.0%)	48 (20.7%)	26 (11.2%)	21 (9.1%)	6 (2.6%)
	信越・北陸	68 (100.0%)	22 (32.4%)	40 (58.8%)	2 (2.9%)	36 (52.9%)	49 (72.1%)	22 (32.4%)	25 (36.8%)	16 (23.5%)	10 (14.7%)	6 (8.8%)	3 (4.4%)	1 (1.5%)
	東海	95 (100.0%)	31 (32.6%)	63 (66.3%)	5 (5.3%)	47 (49.5%)	71 (74.7%)	35 (36.8%)	28 (29.5%)	26 (27.4%)	23 (24.2%)	14 (14.7%)	4 (4.2%)	1 (1.1%)
	近畿	127 (100.0%)	39 (30.7%)	77 (60.6%)	11 (8.7%)	71 (55.9%)	98 (77.2%)	52 (40.9%)	50 (39.4%)	44 (34.6%)	32 (25.2%)	15 (11.8%)	9 (7.1%)	0 (0.0%)
	中国	74 (100.0%)	19 (25.7%)	27 (36.5%)	3 (4.1%)	42 (56.8%)	51 (68.9%)	26 (35.1%)	27 (36.5%)	15 (20.3%)	11 (14.9%)	5 (6.8%)	4 (5.4%)	0 (0.0%)
	四国	45 (100.0%)	7 (15.6%)	22 (48.9%)	2 (4.4%)	25 (55.6%)	32 (71.1%)	18 (24.4%)	18 (40.0%)	11 (24.4%)	3 (6.7%)	6 (13.3%)	3 (6.7%)	0 (0.0%)
	九州・沖縄	142 (100.0%)	32 (22.5%)	81 (57.0%)	10 (7.0%)	77 (54.2%)	106 (74.6%)	41 (28.9%)	52 (36.6%)	36 (25.4%)	30 (21.1%)	12 (8.5%)	5 (3.5%)	2 (1.4%)
	無回答	6 (100.0%)	1 (16.7%)	2 (33.3%)	0 (0.0%)	2 (33.3%)	6 (100.0%)	3 (50.0%)	3 (50.0%)	3 (16.7%)	2 (33.3%)	0 (0.0%)	0 (16.7%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	2 (16.7%)	6 (50.0%)	0 (0.0%)	8 (66.7%)	11 (91.7%)	5 (41.7%)	5 (41.7%)	6 (50.0%)	3 (25.0%)	0 (0.0%)	0 (8.3%)
50～80床未満		169 (100.0%)	39 (23.1%)	100 (59.2%)	15 (8.9%)	91 (53.8%)	127 (75.1%)	53 (31.4%)	59 (34.9%)	44 (26.0%)	32 (18.9%)	18 (10.7%)	9 (5.3%)	2 (1.2%)
80～100床未満		211 (100.0%)	58 (27.5%)	123 (58.3%)	15 (7.1%)	110 (52.1%)	157 (74.4%)	62 (29.4%)	84 (39.8%)	51 (24.2%)	35 (16.6%)	18 (8.5%)	10 (4.7%)	0 (0.0%)
100～120床未満		407 (100.0%)	123 (30.2%)	227 (55.8%)	24 (5.9%)	219 (53.8%)	299 (73.5%)	155 (38.1%)	135 (33.2%)	102 (25.1%)	87 (21.4%)	42 (10.3%)	29 (7.1%)	7 (1.7%)
120～150床未満		52 (100.0%)	15 (28.8%)	27 (51.9%)	1 (1.9%)	33 (63.5%)	33 (63.5%)	23 (44.2%)	15 (28.8%)	13 (25.0%)	10 (19.2%)	7 (13.5%)	8 (15.4%)	1 (1.9%)
150床以上		65 (100.0%)	21 (32.3%)	40 (61.5%)	2 (3.1%)	29 (44.6%)	47 (72.3%)	28 (43.1%)	27 (41.5%)	18 (27.7%)	14 (21.5%)	11 (16.9%)	3 (4.6%)	0 (0.0%)
無回答		6 (100.0%)	3 (50.0%)	3 (50.0%)	0 (0.0%)	0 (0.0%)	5 (83.3%)	2 (33.3%)	3 (50.0%)	0 (0.0%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数		20人未満	31 (100.0%)	6 (19.4%)	16 (51.6%)	4 (12.9%)	21 (67.7%)	22 (71.0%)	11 (35.5%)	9 (29.0%)	10 (32.3%)	5 (16.1%)	4 (12.9%)	3 (9.7%)
	20～30人未満	111 (100.0%)	26 (23.4%)	67 (60.4%)	9 (8.1%)	55 (49.5%)	90 (81.1%)	46 (41.4%)	33 (29.7%)	32 (28.8%)	24 (21.6%)	13 (11.7%)	7 (6.3%)	2 (1.8%)
	30～40人未満	240 (100.0%)	63 (26.3%)	137 (57.1%)	15 (6.3%)	118 (49.2%)	181 (75.4%)	72 (30.0%)	88 (36.7%)	66 (27.5%)	53 (22.1%)	26 (10.8%)	15 (6.3%)	2 (0.8%)
	40～50人未満	174 (100.0%)	60 (34.5%)	91 (52.3%)	13 (7.5%)	101 (58.0%)	118 (67.8%)	70 (40.2%)	55 (31.6%)	39 (22.4%)	34 (19.5%)	12 (6.9%)	13 (7.5%)	2 (1.1%)
	50～70人未満	168 (100.0%)	50 (29.8%)	104 (61.9%)	8 (4.8%)	86 (51.2%)	127 (75.6%)	55 (32.7%)	70 (41.7%)	44 (26.2%)	38 (22.6%)	17 (10.1%)	7 (4.2%)	1 (0.6%)
	70～100人未満	118 (100.0%)	32 (27.1%)	72 (61.0%)	4 (3.4%)	70 (59.3%)	84 (71.2%)	41 (34.7%)	42 (35.6%)	25 (21.2%)	18 (15.3%)	18 (15.3%)	7 (5.9%)	2 (1.7%)
	100人以上	51 (100.0%)	18 (35.3%)	26 (51.0%)	2 (3.9%)	26 (51.0%)	38 (74.5%)	26 (51.0%)	18 (35.3%)	15 (29.4%)	8 (15.7%)	6 (11.8%)	6 (11.8%)	0 (0.0%)
	無回答	29 (100.0%)	6 (20.7%)	13 (44.8%)	2 (6.9%)	13 (44.8%)	19 (65.5%)	7 (24.1%)	13 (44.8%)	3 (10.3%)	3 (10.3%)	0 (0.0%)	2 (6.9%)	1 (3.4%)

Q6-5.人事考課における重視度 (n=922)

Q6 で「はい」と答えた方に、人事考課における重視の度合いについて聞いたところ、1 勤続年数では 53.9%が「とても重視している」「やや重視している」と答え、2 取得資格では 86.1%、3 業務遂行能力では 93.3%、4 業務実績では 84.6%、5 研修・教育訓練機関における学習実習等の受講状況では 50.4%、6 姿勢・態度は 91.7%、7 多面考課では 56.1%がそれぞれ「とても重視している」「やや重視している」と答えた。



1. 勤続年数

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	922 (100.0%)	78 (8.5%)	419 (45.4%)	230 (24.9%)	143 (15.5%)	26 (2.8%)	26 (2.8%)	
地域	北海道・東北	133 (100.0%)	11 (8.3%)	63 (47.4%)	35 (26.3%)	17 (12.8%)	6 (4.5%)	1 (0.8%)
	関東	232 (100.0%)	20 (8.6%)	106 (45.7%)	49 (21.1%)	37 (15.9%)	8 (3.4%)	12 (5.2%)
	信越・北陸	68 (100.0%)	7 (10.3%)	32 (47.1%)	18 (26.5%)	8 (11.8%)	0 (0.0%)	3 (4.4%)
	東海	95 (100.0%)	7 (7.4%)	45 (47.4%)	22 (23.2%)	15 (15.8%)	3 (3.2%)	3 (3.2%)
	近畿	127 (100.0%)	15 (11.8%)	46 (36.2%)	36 (28.3%)	25 (19.7%)	3 (2.4%)	2 (1.6%)
	中国	74 (100.0%)	4 (5.4%)	31 (41.9%)	23 (31.1%)	14 (18.9%)	1 (1.4%)	1 (1.4%)
	四国	45 (100.0%)	5 (11.1%)	25 (55.6%)	9 (20.0%)	5 (11.1%)	1 (2.2%)	0 (0.0%)
	九州・沖縄	142 (100.0%)	8 (5.6%)	68 (47.9%)	36 (25.4%)	22 (15.5%)	4 (2.8%)	4 (2.8%)
	無回答	6 (100.0%)	1 (16.7%)	3 (50.0%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	1 (8.3%)	4 (33.3%)	3 (25.0%)	3 (25.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	15 (8.9%)	76 (45.0%)	45 (26.6%)	24 (14.2%)	3 (1.8%)	6 (3.6%)
80～100床未満		211 (100.0%)	17 (8.1%)	97 (46.0%)	52 (24.6%)	41 (19.4%)	2 (0.9%)	2 (0.9%)
100～120床未満		407 (100.0%)	27 (6.6%)	190 (46.7%)	105 (25.8%)	56 (13.8%)	16 (3.9%)	13 (3.2%)
120～150床未満		52 (100.0%)	6 (11.5%)	22 (42.3%)	13 (25.0%)	8 (15.4%)	2 (3.8%)	1 (1.9%)
150床以上		65 (100.0%)	12 (18.5%)	24 (36.9%)	12 (18.5%)	11 (16.9%)	3 (4.6%)	3 (4.6%)
無回答		6 (100.0%)	0 (0.0%)	6 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数	20人未満	31 (100.0%)	3 (9.7%)	14 (45.2%)	8 (25.8%)	4 (12.9%)	1 (3.2%)	1 (3.2%)
	20～30人未満	111 (100.0%)	7 (6.3%)	55 (49.5%)	28 (25.2%)	15 (13.5%)	2 (1.8%)	4 (3.6%)
	30～40人未満	240 (100.0%)	23 (9.6%)	112 (46.7%)	56 (23.3%)	43 (17.9%)	0 (0.0%)	6 (2.5%)
	40～50人未満	174 (100.0%)	15 (8.6%)	64 (36.8%)	53 (30.5%)	25 (14.4%)	9 (5.2%)	8 (4.6%)
	50～70人未満	168 (100.0%)	12 (7.1%)	81 (48.2%)	43 (25.6%)	25 (14.9%)	5 (3.0%)	2 (1.2%)
	70～100人未満	118 (100.0%)	11 (9.3%)	59 (50.0%)	23 (19.5%)	17 (14.4%)	5 (4.2%)	3 (2.5%)
	100人以上	51 (100.0%)	4 (7.8%)	21 (41.2%)	14 (27.5%)	7 (13.7%)	3 (5.9%)	2 (3.9%)
	無回答	29 (100.0%)	3 (10.3%)	13 (44.8%)	5 (17.2%)	7 (24.1%)	1 (3.4%)	0 (0.0%)



## 2.取得資格

		全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答
全体		922 (100.0%)	372 (40.3%)	422 (45.8%)	82 (8.9%)	29 (3.1%)	4 (0.4%)	13 (1.4%)
地域	北海道・東北	133 (100.0%)	56 (42.1%)	58 (43.6%)	13 (9.8%)	6 (4.5%)	0 (0.0%)	0 (0.0%)
	関東	232 (100.0%)	99 (42.7%)	97 (41.8%)	22 (9.5%)	7 (3.0%)	2 (0.9%)	5 (2.2%)
	信越・北陸	68 (100.0%)	36 (52.9%)	26 (38.2%)	1 (1.5%)	3 (4.4%)	0 (0.0%)	2 (2.9%)
	東海	95 (100.0%)	27 (28.4%)	51 (53.7%)	11 (11.6%)	4 (4.2%)	0 (0.0%)	2 (2.1%)
	近畿	127 (100.0%)	46 (36.2%)	61 (48.0%)	13 (10.2%)	6 (4.7%)	0 (0.0%)	1 (0.8%)
	中国	74 (100.0%)	27 (36.5%)	33 (44.6%)	10 (13.5%)	2 (2.7%)	1 (1.4%)	1 (1.4%)
	四国	45 (100.0%)	17 (37.8%)	26 (57.8%)	2 (4.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	九州・沖縄	142 (100.0%)	60 (42.3%)	68 (47.9%)	10 (7.0%)	1 (0.7%)	1 (0.7%)	2 (1.4%)
	無回答	6 (100.0%)	4 (66.7%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	4 (33.3%)	8 (66.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	69 (40.8%)	80 (47.3%)	11 (6.5%)	3 (1.8%)	2 (1.2%)	4 (2.4%)
80～100床未満		211 (100.0%)	83 (39.3%)	93 (44.1%)	26 (12.3%)	7 (3.3%)	1 (0.5%)	1 (0.5%)
100～120床未満		407 (100.0%)	167 (41.0%)	186 (45.7%)	31 (7.6%)	15 (3.7%)	1 (0.2%)	7 (1.7%)
120～150床未満		52 (100.0%)	19 (36.5%)	26 (50.0%)	5 (9.6%)	1 (1.9%)	0 (0.0%)	1 (1.9%)
150床以上		65 (100.0%)	29 (44.6%)	25 (38.5%)	6 (12.3%)	3 (4.6%)	0 (0.0%)	0 (0.0%)
無回答		6 (100.0%)	4 (66.7%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数		20人未満	31 (100.0%)	9 (29.0%)	17 (54.8%)	5 (16.1%)	0 (0.0%)	0 (0.0%)
	20～30人未満	111 (100.0%)	48 (43.2%)	44 (39.6%)	9 (8.1%)	4 (3.6%)	2 (1.8%)	4 (3.6%)
	30～40人未満	240 (100.0%)	88 (36.7%)	124 (51.7%)	17 (7.1%)	8 (3.3%)	0 (0.0%)	3 (1.3%)
	40～50人未満	174 (100.0%)	74 (42.5%)	73 (42.0%)	18 (10.3%)	6 (3.4%)	0 (0.0%)	3 (1.7%)
	50～70人未満	168 (100.0%)	68 (40.5%)	77 (45.8%)	16 (9.5%)	4 (2.4%)	2 (1.2%)	1 (0.6%)
	70～100人未満	118 (100.0%)	51 (43.2%)	55 (46.6%)	6 (5.1%)	4 (3.4%)	0 (0.0%)	2 (1.7%)
	100人以上	51 (100.0%)	26 (51.0%)	18 (35.3%)	6 (11.8%)	1 (2.0%)	0 (0.0%)	0 (0.0%)
	無回答	29 (100.0%)	8 (27.6%)	14 (48.3%)	5 (17.2%)	2 (6.9%)	0 (0.0%)	0 (0.0%)

## 3.業務遂行能力

		全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答
全体		922 (100.0%)	558 (60.5%)	302 (32.8%)	42 (4.6%)	4 (0.4%)	0 (0.0%)	16 (1.7%)
地域	北海道・東北	133 (100.0%)	73 (54.9%)	53 (39.8%)	7 (5.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	関東	232 (100.0%)	147 (63.4%)	68 (29.3%)	9 (3.9%)	1 (0.4%)	0 (0.0%)	7 (3.0%)
	信越・北陸	68 (100.0%)	35 (51.5%)	29 (42.6%)	2 (2.9%)	1 (1.5%)	0 (0.0%)	1 (1.5%)
	東海	95 (100.0%)	54 (56.8%)	34 (35.8%)	4 (4.2%)	1 (1.1%)	0 (0.0%)	2 (2.1%)
	近畿	127 (100.0%)	84 (66.1%)	35 (27.6%)	5 (3.9%)	1 (0.8%)	0 (0.0%)	2 (1.6%)
	中国	74 (100.0%)	47 (63.5%)	21 (28.4%)	5 (6.8%)	0 (0.0%)	0 (0.0%)	1 (1.4%)
	四国	45 (100.0%)	27 (60.0%)	17 (37.8%)	1 (2.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	九州・沖縄	142 (100.0%)	87 (61.3%)	43 (30.3%)	9 (6.3%)	0 (0.0%)	0 (0.0%)	3 (2.1%)
	無回答	6 (100.0%)	4 (66.7%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	8 (66.7%)	3 (25.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	99 (58.6%)	55 (32.5%)	12 (7.1%)	0 (0.0%)	0 (0.0%)	3 (1.8%)
80～100床未満		211 (100.0%)	129 (61.1%)	70 (33.2%)	10 (4.7%)	0 (0.0%)	0 (0.0%)	2 (0.9%)
100～120床未満		407 (100.0%)	245 (60.2%)	133 (32.7%)	17 (4.2%)	3 (0.7%)	0 (0.0%)	9 (2.2%)
120～150床未満		52 (100.0%)	34 (65.4%)	14 (26.9%)	2 (3.8%)	1 (1.9%)	0 (0.0%)	1 (1.9%)
150床以上		65 (100.0%)	39 (60.0%)	25 (38.5%)	1 (1.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
無回答		6 (100.0%)	4 (66.7%)	2 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数		20人未満	31 (100.0%)	18 (58.1%)	11 (35.5%)	1 (3.2%)	0 (0.0%)	0 (0.0%)
	20～30人未満	111 (100.0%)	64 (57.7%)	35 (31.5%)	7 (6.3%)	0 (0.0%)	0 (0.0%)	5 (4.5%)
	30～40人未満	240 (100.0%)	138 (57.5%)	82 (34.2%)	14 (5.8%)	1 (0.4%)	0 (0.0%)	5 (2.1%)
	40～50人未満	174 (100.0%)	105 (60.3%)	55 (31.6%)	11 (6.3%)	2 (1.1%)	0 (0.0%)	1 (0.6%)
	50～70人未満	168 (100.0%)	106 (63.1%)	56 (33.3%)	5 (3.0%)	0 (0.0%)	0 (0.0%)	1 (0.6%)
	70～100人未満	118 (100.0%)	75 (63.6%)	40 (33.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (2.5%)
	100人以上	51 (100.0%)	31 (60.8%)	17 (33.3%)	2 (3.9%)	1 (2.0%)	0 (0.0%)	0 (0.0%)
	無回答	29 (100.0%)	21 (72.4%)	6 (20.7%)	2 (6.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

#### 4.業務実績

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	922 ( 100.0%)	411 ( 44.6%)	369 ( 40.0%)	113 ( 12.3%)	6 ( 0.7%)	3 ( 0.3%)	20 ( 2.2%)	
地域	北海道・東北	133 ( 100.0%)	53 ( 39.8%)	59 ( 44.4%)	19 ( 14.3%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 1.5%)
	関東	232 ( 100.0%)	112 ( 48.3%)	87 ( 37.5%)	25 ( 10.8%)	2 ( 0.9%)	1 ( 0.4%)	5 ( 2.2%)
	信越・北陸	68 ( 100.0%)	23 ( 33.8%)	32 ( 47.1%)	9 ( 13.2%)	2 ( 2.9%)	0 ( 0.0%)	2 ( 2.9%)
	東海	95 ( 100.0%)	42 ( 44.2%)	42 ( 44.2%)	9 ( 9.5%)	1 ( 1.1%)	0 ( 0.0%)	1 ( 1.1%)
	近畿	127 ( 100.0%)	63 ( 49.6%)	44 ( 34.6%)	17 ( 13.4%)	1 ( 0.8%)	0 ( 0.0%)	2 ( 1.6%)
	中国	74 ( 100.0%)	33 ( 44.6%)	35 ( 47.3%)	4 ( 5.4%)	0 ( 0.0%)	1 ( 1.4%)	1 ( 1.4%)
	四国	45 ( 100.0%)	19 ( 42.2%)	19 ( 42.2%)	5 ( 11.1%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 4.4%)
	九州・沖縄	142 ( 100.0%)	63 ( 44.4%)	48 ( 33.8%)	25 ( 17.6%)	0 ( 0.0%)	1 ( 0.7%)	5 ( 3.5%)
	無回答	6 ( 100.0%)	3 ( 50.0%)	3 ( 50.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	12 ( 100.0%)	7 ( 58.3%)	4 ( 33.3%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
50～80床未満		169 ( 100.0%)	71 ( 42.0%)	73 ( 43.2%)	18 ( 10.7%)	1 ( 0.6%)	1 ( 0.6%)	5 ( 3.0%)
80～100床未満		211 ( 100.0%)	101 ( 47.9%)	77 ( 36.5%)	29 ( 13.7%)	0 ( 0.0%)	1 ( 0.5%)	3 ( 1.4%)
100～120床未満		407 ( 100.0%)	176 ( 43.2%)	166 ( 40.8%)	51 ( 12.5%)	3 ( 0.7%)	1 ( 0.2%)	10 ( 2.5%)
120～150床未満		52 ( 100.0%)	26 ( 50.0%)	17 ( 32.7%)	7 ( 13.5%)	1 ( 1.9%)	0 ( 0.0%)	1 ( 1.9%)
150床以上		65 ( 100.0%)	26 ( 40.0%)	30 ( 46.2%)	8 ( 12.3%)	1 ( 1.5%)	0 ( 0.0%)	0 ( 0.0%)
無回答		6 ( 100.0%)	4 ( 66.7%)	2 ( 33.3%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
職員数		31 ( 100.0%)	16 ( 51.6%)	12 ( 38.7%)	1 ( 3.2%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 6.5%)
20～30人未満	111 ( 100.0%)	49 ( 44.1%)	45 ( 40.5%)	11 ( 9.9%)	1 ( 0.9%)	2 ( 1.8%)	3 ( 2.7%)	
30～40人未満	240 ( 100.0%)	105 ( 43.8%)	91 ( 37.9%)	36 ( 15.0%)	0 ( 0.0%)	0 ( 0.0%)	8 ( 3.3%)	
40～50人未満	174 ( 100.0%)	78 ( 44.8%)	69 ( 39.7%)	22 ( 12.6%)	3 ( 1.7%)	0 ( 0.0%)	2 ( 1.1%)	
50～70人未満	168 ( 100.0%)	70 ( 41.7%)	74 ( 44.0%)	20 ( 11.9%)	1 ( 0.6%)	1 ( 0.6%)	2 ( 1.2%)	
70～100人未満	118 ( 100.0%)	60 ( 50.8%)	44 ( 37.3%)	12 ( 10.2%)	0 ( 0.0%)	0 ( 0.0%)	2 ( 1.7%)	
100人以上	51 ( 100.0%)	22 ( 43.1%)	18 ( 35.3%)	10 ( 19.6%)	1 ( 2.0%)	0 ( 0.0%)	0 ( 0.0%)	
無回答	29 ( 100.0%)	11 ( 37.9%)	16 ( 55.2%)	1 ( 3.4%)	0 ( 0.0%)	0 ( 0.0%)	1 ( 3.4%)	

#### 5.研修・教育訓練機関における学習実習等の受講状況

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	922 ( 100.0%)	71 ( 7.7%)	394 ( 42.7%)	341 ( 37.0%)	86 ( 9.3%)	13 ( 1.4%)	17 ( 1.8%)	
地域	北海道・東北	133 ( 100.0%)	6 ( 4.5%)	64 ( 48.1%)	52 ( 39.1%)	11 ( 8.3%)	0 ( 0.0%)	0 ( 0.0%)
	関東	232 ( 100.0%)	16 ( 6.9%)	104 ( 44.8%)	81 ( 34.9%)	20 ( 8.6%)	2 ( 0.9%)	9 ( 3.9%)
	信越・北陸	68 ( 100.0%)	5 ( 7.4%)	26 ( 38.2%)	28 ( 41.2%)	6 ( 8.8%)	2 ( 2.9%)	1 ( 1.5%)
	東海	95 ( 100.0%)	7 ( 7.4%)	37 ( 38.9%)	37 ( 38.9%)	10 ( 10.5%)	3 ( 3.2%)	1 ( 1.1%)
	近畿	127 ( 100.0%)	12 ( 9.4%)	53 ( 41.7%)	47 ( 37.0%)	11 ( 8.7%)	2 ( 1.6%)	2 ( 1.6%)
	中国	74 ( 100.0%)	4 ( 5.4%)	38 ( 51.4%)	24 ( 32.4%)	6 ( 8.1%)	2 ( 2.7%)	0 ( 0.0%)
	四国	45 ( 100.0%)	3 ( 6.7%)	16 ( 35.6%)	21 ( 46.7%)	4 ( 8.9%)	0 ( 0.0%)	1 ( 2.2%)
	九州・沖縄	142 ( 100.0%)	18 ( 12.7%)	52 ( 36.6%)	50 ( 35.2%)	17 ( 12.0%)	2 ( 1.4%)	3 ( 2.1%)
	無回答	6 ( 100.0%)	0 ( 0.0%)	4 ( 66.7%)	1 ( 16.7%)	1 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)
	定床数	50床未満	12 ( 100.0%)	0 ( 0.0%)	7 ( 58.3%)	2 ( 16.7%)	2 ( 16.7%)	0 ( 0.0%)
50～80床未満		169 ( 100.0%)	22 ( 13.0%)	76 ( 45.0%)	51 ( 30.2%)	13 ( 7.7%)	3 ( 1.8%)	4 ( 2.4%)
80～100床未満		211 ( 100.0%)	14 ( 6.6%)	82 ( 38.9%)	88 ( 41.7%)	25 ( 11.8%)	1 ( 0.5%)	1 ( 0.5%)
100～120床未満		407 ( 100.0%)	24 ( 5.9%)	164 ( 40.3%)	165 ( 40.5%)	38 ( 9.3%)	7 ( 1.7%)	9 ( 2.2%)
120～150床未満		52 ( 100.0%)	8 ( 15.4%)	24 ( 46.2%)	14 ( 26.9%)	4 ( 7.7%)	1 ( 1.9%)	1 ( 1.9%)
150床以上		65 ( 100.0%)	3 ( 4.6%)	36 ( 55.4%)	20 ( 30.8%)	4 ( 6.2%)	1 ( 1.5%)	1 ( 1.5%)
無回答		6 ( 100.0%)	0 ( 0.0%)	5 ( 83.3%)	1 ( 16.7%)	0 ( 0.0%)	0 ( 0.0%)	0 ( 0.0%)
職員数		31 ( 100.0%)	5 ( 16.1%)	12 ( 38.7%)	12 ( 38.7%)	1 ( 3.2%)	0 ( 0.0%)	1 ( 3.2%)
20～30人未満	111 ( 100.0%)	12 ( 10.8%)	53 ( 47.7%)	28 ( 25.2%)	12 ( 10.8%)	3 ( 2.7%)	3 ( 2.7%)	
30～40人未満	240 ( 100.0%)	15 ( 6.3%)	96 ( 40.0%)	100 ( 41.7%)	21 ( 8.8%)	3 ( 1.3%)	5 ( 2.1%)	
40～50人未満	174 ( 100.0%)	16 ( 9.2%)	67 ( 38.5%)	70 ( 40.2%)	17 ( 9.8%)	1 ( 0.6%)	3 ( 1.7%)	
50～70人未満	168 ( 100.0%)	10 ( 6.0%)	77 ( 45.8%)	60 ( 35.7%)	17 ( 10.1%)	3 ( 1.8%)	1 ( 0.6%)	
70～100人未満	118 ( 100.0%)	8 ( 6.8%)	54 ( 45.8%)	38 ( 32.2%)	13 ( 11.0%)	2 ( 1.7%)	3 ( 2.5%)	
100人以上	51 ( 100.0%)	2 ( 3.9%)	27 ( 52.9%)	16 ( 31.4%)	4 ( 7.8%)	1 ( 2.0%)	1 ( 2.0%)	
無回答	29 ( 100.0%)	3 ( 10.3%)	8 ( 27.6%)	17 ( 58.6%)	1 ( 3.4%)	0 ( 0.0%)	0 ( 0.0%)	

## 6.姿勢・態度

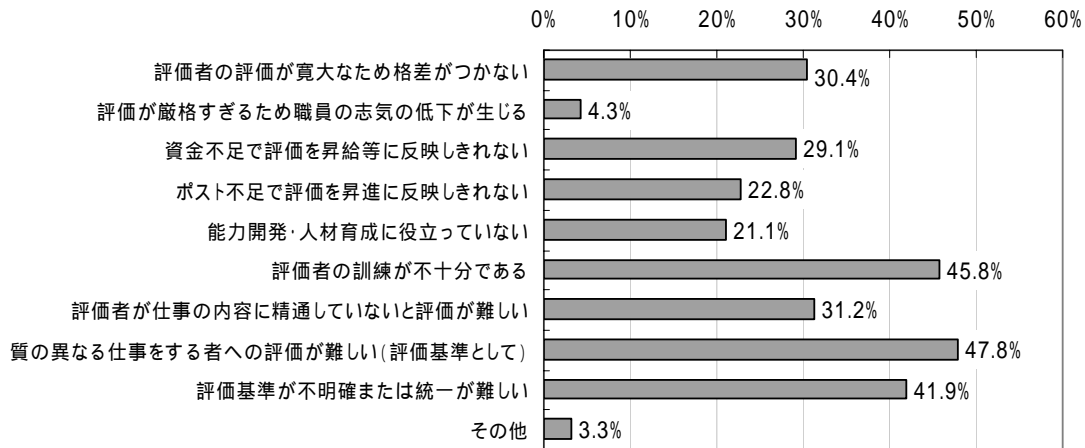
	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	922 (100.0%)	472 (51.2%)	373 (40.5%)	57 (6.2%)	5 (0.5%)	0 (0.0%)	15 (1.6%)	
地域	北海道・東北	133 (100.0%)	60 (45.1%)	63 (47.4%)	8 (6.0%)	1 (0.8%)	0 (0.0%)	1 (0.8%)
	関東	232 (100.0%)	132 (56.9%)	79 (34.1%)	15 (6.5%)	0 (0.0%)	0 (0.0%)	6 (2.6%)
	信越・北陸	68 (100.0%)	34 (50.0%)	27 (39.7%)	4 (5.9%)	2 (2.9%)	0 (0.0%)	1 (1.5%)
	東海	95 (100.0%)	44 (46.3%)	40 (42.1%)	9 (9.5%)	0 (0.0%)	0 (0.0%)	2 (2.1%)
	近畿	127 (100.0%)	73 (57.5%)	46 (36.2%)	6 (4.7%)	0 (0.0%)	0 (0.0%)	2 (1.6%)
	中国	74 (100.0%)	34 (45.9%)	36 (48.6%)	4 (5.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	四国	45 (100.0%)	23 (51.1%)	20 (44.4%)	1 (2.2%)	1 (2.2%)	0 (0.0%)	0 (0.0%)
	九州・沖縄	142 (100.0%)	70 (49.3%)	58 (40.8%)	10 (7.0%)	1 (0.7%)	0 (0.0%)	3 (2.1%)
	無回答	6 (100.0%)	2 (33.3%)	4 (66.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	床数	50床未満	12 (100.0%)	6 (50.0%)	5 (41.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
50～80床未満		169 (100.0%)	88 (52.1%)	65 (38.5%)	13 (7.7%)	1 (0.6%)	0 (0.0%)	2 (1.2%)
80～100床未満		211 (100.0%)	110 (52.1%)	87 (41.2%)	12 (5.7%)	1 (0.5%)	0 (0.0%)	1 (0.5%)
100～120床未満		407 (100.0%)	212 (52.1%)	160 (39.3%)	24 (5.9%)	2 (0.5%)	0 (0.0%)	9 (2.2%)
120～150床未満		52 (100.0%)	19 (36.5%)	28 (53.8%)	3 (5.8%)	1 (1.9%)	0 (0.0%)	1 (1.9%)
150床以上		65 (100.0%)	34 (52.3%)	25 (38.5%)	5 (7.7%)	0 (0.0%)	0 (0.0%)	1 (1.5%)
無回答		6 (100.0%)	3 (50.0%)	3 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
職員数		20人未満	31 (100.0%)	17 (54.8%)	11 (35.5%)	2 (6.5%)	0 (0.0%)	0 (0.0%)
	20～30人未満	111 (100.0%)	60 (54.1%)	40 (36.0%)	7 (6.3%)	1 (0.9%)	0 (0.0%)	3 (2.7%)
	30～40人未満	240 (100.0%)	128 (53.3%)	89 (37.1%)	18 (7.5%)	0 (0.0%)	0 (0.0%)	5 (2.1%)
	40～50人未満	174 (100.0%)	84 (48.3%)	74 (42.5%)	11 (6.3%)	4 (2.3%)	0 (0.0%)	1 (0.6%)
	50～70人未満	168 (100.0%)	89 (53.0%)	69 (41.1%)	8 (4.8%)	0 (0.0%)	0 (0.0%)	2 (1.2%)
	70～100人未満	118 (100.0%)	53 (44.9%)	57 (48.3%)	6 (5.1%)	0 (0.0%)	0 (0.0%)	2 (1.7%)
	100人以上	51 (100.0%)	24 (47.1%)	23 (45.1%)	3 (5.9%)	0 (0.0%)	0 (0.0%)	1 (2.0%)
	無回答	29 (100.0%)	17 (58.6%)	10 (34.5%)	2 (6.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

## 7.多面考課

	全体	とても重視している	やや重視している	どちらともいえない	あまり重視していない	全く重視していない	無回答	
全体	922 (100.0%)	167 (18.1%)	350 (38.0%)	295 (32.0%)	37 (4.0%)	13 (1.4%)	60 (6.5%)	
地域	北海道・東北	133 (100.0%)	29 (21.8%)	53 (39.8%)	40 (30.1%)	3 (2.3%)	0 (0.0%)	8 (6.0%)
	関東	232 (100.0%)	54 (23.3%)	74 (31.9%)	73 (31.5%)	9 (3.9%)	5 (2.2%)	17 (7.3%)
	信越・北陸	68 (100.0%)	6 (8.8%)	23 (33.8%)	30 (44.1%)	3 (4.4%)	1 (1.5%)	5 (7.4%)
	東海	95 (100.0%)	11 (11.6%)	38 (40.0%)	35 (36.8%)	4 (4.2%)	2 (2.1%)	5 (5.3%)
	近畿	127 (100.0%)	32 (25.2%)	46 (36.2%)	32 (25.2%)	12 (9.4%)	1 (0.8%)	4 (3.1%)
	中国	74 (100.0%)	8 (10.8%)	37 (50.0%)	22 (29.7%)	3 (4.1%)	1 (1.4%)	3 (4.1%)
	四国	45 (100.0%)	6 (13.3%)	18 (40.0%)	13 (28.9%)	1 (2.2%)	2 (4.4%)	5 (11.1%)
	九州・沖縄	142 (100.0%)	20 (14.1%)	56 (39.4%)	50 (35.2%)	2 (1.4%)	1 (0.7%)	13 (9.2%)
	無回答	6 (100.0%)	1 (16.7%)	5 (83.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	床数	50床未満	12 (100.0%)	3 (25.0%)	4 (33.3%)	3 (25.0%)	0 (0.0%)	1 (8.3%)
50～80床未満		169 (100.0%)	38 (22.5%)	62 (36.7%)	51 (30.2%)	8 (4.7%)	1 (0.6%)	9 (5.3%)
80～100床未満		211 (100.0%)	40 (19.0%)	69 (32.7%)	78 (37.0%)	8 (3.8%)	3 (1.4%)	13 (6.2%)
100～120床未満		407 (100.0%)	63 (15.5%)	162 (39.8%)	128 (31.4%)	16 (3.9%)	8 (2.0%)	30 (7.4%)
120～150床未満		52 (100.0%)	9 (17.3%)	23 (44.2%)	13 (25.0%)	3 (5.8%)	0 (0.0%)	4 (7.7%)
150床以上		65 (100.0%)	12 (18.5%)	28 (43.1%)	21 (32.3%)	1 (1.5%)	0 (0.0%)	3 (4.6%)
無回答		6 (100.0%)	2 (33.3%)	2 (33.3%)	1 (16.7%)	1 (16.7%)	0 (0.0%)	0 (0.0%)
職員数		20人未満	31 (100.0%)	12 (38.7%)	7 (22.6%)	9 (29.0%)	0 (0.0%)	1 (3.2%)
	20～30人未満	111 (100.0%)	19 (17.1%)	46 (41.4%)	33 (29.7%)	7 (6.3%)	0 (0.0%)	6 (5.4%)
	30～40人未満	240 (100.0%)	45 (18.8%)	89 (37.1%)	77 (32.1%)	8 (3.3%)	3 (1.3%)	18 (7.5%)
	40～50人未満	174 (100.0%)	20 (11.5%)	60 (34.5%)	68 (39.1%)	10 (5.7%)	4 (2.3%)	12 (6.9%)
	50～70人未満	168 (100.0%)	38 (22.6%)	66 (39.3%)	49 (29.2%)	4 (2.4%)	2 (1.2%)	9 (5.4%)
	70～100人未満	118 (100.0%)	18 (15.3%)	52 (44.1%)	32 (27.1%)	5 (4.2%)	2 (1.7%)	9 (7.6%)
	100人以上	51 (100.0%)	9 (17.6%)	20 (39.2%)	16 (31.4%)	2 (3.9%)	1 (2.0%)	3 (5.9%)
	無回答	29 (100.0%)	6 (20.7%)	10 (34.5%)	11 (37.9%)	1 (3.4%)	0 (0.0%)	1 (3.4%)

Q6-6.人事考課を行う上での問題点 (複数回答) (n=922)

Q6 で「はい」と答えた方に、人事考課を行う上での問題点について聞いたところ、「質の異なる仕事をする者への評価が難しい(評価基準として)」が 47.8%と最も多く、「評価者の訓練が不十分である」が 45.8%、「評価基準が不明確または統一が難しい」が 41.9%と続いた。また、「その他」が 3.3%と最も少なく、「評価が厳格すぎるため職員の志気の低下が生じる」が 4.3%、「能力開発・人材育成に役立っていない」が 21.1%と続いた。



	全体	評価者の評価が寛大なため格差がつかない	評価が厳格すぎるため職員の志気の低下が生じる	資金不足で評価を昇給等に反映しきれない	ポスト不足で評価を昇進に反映しきれない	能力開発・人材育成に役立っていない	評価者の訓練が不十分である	評価者が仕事の内容に精通していないと評価が難しい	質の異なる仕事をする者への評価が難しい(評価基準として)	評価基準が不明確または統一が難しい	その他	無回答
全体	922 (100.0%)	280 (30.4%)	40 (4.3%)	268 (29.1%)	210 (22.8%)	195 (21.1%)	422 (45.8%)	441 (47.8%)	386 (41.9%)	30 (3.3%)	28 (3.0%)	
地域	北海道・東北	133 (100.0%)	47 (35.3%)	7 (5.3%)	39 (29.3%)	20 (15.0%)	26 (19.5%)	59 (44.4%)	35 (26.3%)	63 (47.4%)	55 (41.4%)	4 (3.0%)
	関東	232 (100.0%)	65 (28.0%)	9 (3.9%)	81 (34.9%)	51 (22.0%)	55 (23.7%)	98 (42.2%)	74 (31.9%)	105 (45.3%)	90 (38.8%)	5 (2.2%)
	信越・北陸	68 (100.0%)	22 (32.4%)	3 (4.4%)	16 (23.5%)	15 (22.1%)	18 (26.5%)	36 (52.9%)	24 (35.3%)	44 (64.7%)	35 (51.5%)	2 (2.9%)
	東海	95 (100.0%)	31 (32.6%)	7 (7.4%)	32 (33.7%)	23 (24.2%)	15 (15.8%)	41 (43.2%)	21 (22.1%)	48 (50.5%)	41 (43.2%)	2 (2.1%)
	近畿	127 (100.0%)	29 (22.8%)	3 (2.4%)	32 (25.2%)	27 (21.3%)	25 (19.7%)	63 (49.6%)	38 (29.9%)	49 (38.6%)	49 (38.6%)	3 (2.4%)
	中国	74 (100.0%)	23 (31.1%)	7 (9.5%)	17 (23.0%)	18 (24.3%)	18 (24.3%)	33 (44.6%)	28 (37.8%)	39 (52.7%)	38 (51.4%)	3 (4.1%)
	四国	45 (100.0%)	12 (26.7%)	2 (4.4%)	9 (20.0%)	15 (33.3%)	9 (20.0%)	15 (33.3%)	19 (42.2%)	22 (48.9%)	15 (33.3%)	4 (8.9%)
	九州・沖縄	142 (100.0%)	49 (34.5%)	2 (1.4%)	41 (28.9%)	39 (27.5%)	29 (20.4%)	74 (52.1%)	45 (31.7%)	69 (48.6%)	60 (42.3%)	7 (4.9%)
	無回答	6 (100.0%)	2 (33.3%)	0 (0.0%)	1 (16.7%)	2 (33.3%)	0 (0.0%)	3 (50.0%)	4 (66.7%)	2 (33.3%)	3 (50.0%)	0 (0.0%)
	定床数	50床未満	12 (100.0%)	2 (16.7%)	0 (0.0%)	3 (25.0%)	3 (25.0%)	2 (16.7%)	3 (25.0%)	6 (50.0%)	7 (58.3%)	7 (58.3%)
50～80床未満		169 (100.0%)	47 (27.8%)	2 (1.2%)	50 (29.6%)	45 (26.6%)	39 (23.1%)	60 (35.5%)	57 (33.7%)	82 (48.5%)	73 (43.2%)	4 (2.4%)
80～100床未満		211 (100.0%)	66 (31.3%)	9 (4.3%)	65 (30.8%)	48 (22.7%)	51 (24.2%)	101 (47.9%)	68 (32.2%)	102 (48.3%)	96 (45.5%)	6 (2.8%)
100～120床未満		407 (100.0%)	121 (29.7%)	23 (5.7%)	126 (31.0%)	85 (20.9%)	76 (18.7%)	197 (48.4%)	120 (29.5%)	192 (47.2%)	155 (38.1%)	16 (3.9%)
120～150床未満		52 (100.0%)	20 (38.5%)	5 (9.6%)	10 (19.2%)	13 (25.0%)	12 (23.1%)	27 (51.9%)	21 (40.4%)	29 (55.8%)	21 (40.4%)	1 (1.9%)
150床以上		65 (100.0%)	22 (33.8%)	1 (1.5%)	13 (20.0%)	14 (21.5%)	14 (21.5%)	32 (49.2%)	16 (24.6%)	25 (38.5%)	31 (47.7%)	2 (3.1%)
無回答		6 (100.0%)	2 (33.3%)	0 (0.0%)	1 (16.7%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	0 (0.0%)	4 (66.7%)	3 (50.0%)	1 (16.7%)
職員数		20人未満	31 (100.0%)	8 (25.8%)	1 (3.2%)	9 (29.0%)	9 (29.0%)	4 (12.9%)	8 (25.8%)	11 (35.5%)	13 (41.9%)	12 (38.7%)
	20～30人未満	111 (100.0%)	29 (26.1%)	3 (2.7%)	38 (34.2%)	33 (29.7%)	27 (24.3%)	52 (46.8%)	37 (33.3%)	49 (44.1%)	52 (46.8%)	1 (0.9%)
	30～40人未満	240 (100.0%)	79 (32.9%)	7 (2.9%)	79 (32.9%)	55 (22.9%)	52 (21.7%)	113 (47.1%)	73 (30.4%)	128 (53.3%)	105 (43.8%)	7 (2.9%)
	40～50人未満	174 (100.0%)	53 (30.5%)	6 (3.4%)	47 (27.0%)	31 (17.8%)	39 (22.4%)	87 (50.0%)	52 (29.9%)	79 (45.4%)	67 (38.5%)	10 (5.7%)
	50～70人未満	168 (100.0%)	53 (31.5%)	11 (6.5%)	37 (22.0%)	38 (22.6%)	28 (16.7%)	72 (42.9%)	55 (32.7%)	86 (51.2%)	71 (42.3%)	5 (3.0%)
	70～100人未満	118 (100.0%)	37 (31.4%)	9 (7.6%)	33 (28.0%)	27 (22.9%)	26 (22.0%)	53 (44.9%)	35 (29.7%)	54 (45.8%)	48 (40.7%)	3 (2.5%)
	100人以上	51 (100.0%)	15 (29.4%)	2 (3.9%)	18 (35.3%)	11 (21.6%)	12 (23.5%)	23 (45.1%)	18 (35.3%)	22 (43.1%)	19 (37.3%)	2 (3.9%)
	無回答	29 (100.0%)	6 (20.7%)	1 (3.4%)	7 (24.1%)	6 (20.7%)	7 (24.1%)	14 (48.3%)	7 (24.1%)	10 (34.5%)	12 (41.4%)	1 (3.4%)