

Employee Survey September 2019

Board	PS0844
28 November 2019	
Sponsor	Elaine Hewitt, Chief Executive Officer
Discussion	To UPDATE the Board on the outcomes of the September 2019 employee survey and next steps

Background

1. NHSPS has partnered with [REDACTED] to deliver 3 employee surveys. 2 in 2018, in May and November, and more recently in September 2019. The survey provides structured feedback on the overall levels of Trust and Engagement across the business. Feedback is collected from colleagues across a set of 57 questions that are divided into 18 categories including a set of 12 NHSPS specific questions. We are now able to not only benchmark NHSPS against other large UK businesses, but also to observe shifts in feedback scores against the results of the previous survey. Figure 1 of the Appendix illustrates the [REDACTED] Engagement and Trust framework.
2. Following the November 2018 survey, actions were agreed at company-wide, directorate and team levels. The repeat survey in September 2019 affords the opportunity to review the efficacy of these actions and agree the focus for action planning for the next period.
3. It has been agreed that future surveys will take place each September. This will enable actions to be agreed, communicated and delivered and the impact and benefits of actions realised ahead of the survey running again.

Company-wide actions delivered following the November 2018 survey

4. The NHSPS recognition programme was launched in April 2019. The programme provides the opportunity for colleagues to receive instant recognition via an on-line tool and those nominated each quarter can receive an award. The recognition programme is structured around the NHSPS values. At the annual Management event, recognition awards are also awarded to colleagues who have role-modelled the values. 70% of colleagues responded favourably to the survey statements about recognition, up from 52% in November 2018. Not only is the biggest improvement for a category but it also places NHSPS 28 percentage points above the UK average benchmark.
5. In July 2019, a new Learning Management System was launched called the Learning Zone. The Learning Zone hosts our Essential Learning and we also provide a catalogue of elective courses for colleagues to benefit from. We have also focused on supporting professional development across the Management community and are pleased to see Directorates investing in the professional development needs of their staff. 59% of colleagues responded positively to survey statements about career and development, up from 47% in November 2018.
6. A third area of focus following the November survey was wellbeing. A mental health and wellbeing intranet site was created providing guidance on a range of subjects and details of the employee assistance programme. NHSPS also participated in Mental Health Awareness Week in May 2019. 68% of colleagues responded favourably to wellbeing

survey statements up from 62% in November 2018. This is 18% points higher than the UK average benchmark.

What the September 2019 survey is telling us

7. 5129 invitations to complete the survey were issued in early September. Our overall response rate was 2824 which represents 55% of the workforce. This is an increase of 6 percentage points from the November 2018 survey. As with previous surveys there were three different ways colleagues could provide feedback, the Management community received their survey via email and 889 colleagues responded this way. Offline colleagues in the Services population were sent a paper version of the survey. They could choose to return the paper survey, visit a kiosk to complete their survey on-line using an open link to the survey. 1185 paper copies were returned and 750 people used the open link to provide feedback. There were an additional 140 open link and paper surveys returned where colleagues did not indicate which Zone they worked in and these have been included with the overall Operations and Services numbers.
8. There has been a very significant increase in the number of colleagues responding from the Services population. In November 2018 808 responses were received, this time 2,073 have been returned. The Services community now represents 73% of the overall response rate and results, up from 52% in November 2018.
9. Overall, the NHSPS Trust Index (the average of all the responses for the 57 core questions) has increased from 62% to 71%. Our Trust Index is now 17% higher than other large UK businesses (54%). The Trust Index for each of our Directorates ranges from 62% to 82%. Our top 3 most favourable categories are Diversity, Accountability and Empowerment and Innovation and Continuous Improvement (see Figures 3 of the Appendix). Our Engagement Index has increased by 7% to 72%. This is the average of 7 survey statements that specifically test engagement with the business. Our Engagement Index is 16% higher than other large UK businesses.
10. Across 17 of the 18 categories of feedback, NHS PS results have improved. 1 category, job security, has remained the same. The category with the greatest improvement from November is Recognition, up by 18% which reflects the focus management teams across the business have brought to this over the last year. Please see Appendix 3 for more details.
11. Given the improvement in our results, [REDACTED] have indicated that some of our category and statement results are comparable with the best UK large workplaces and going forward we will also use benchmarking data from this more aspirational comparison group to chart our progress and set goals for the business. Figure 4 illustrates how our top 10 statements compares with the UK best large workplaces and it very heartening to see that the majority of these about line management capability.

Next Steps

12. Whilst the quantitative data are illuminating and provide a reference point against which we can measure results, it is the qualitative data that provides a richness to this data. The commentary that colleagues have provided will be thoroughly reviewed alongside the quantitative data.

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13. Results will be shared via a cascade from Directors, through their senior management teams to managers. High level Directorate-wide actions will be agreed to address priority areas.
 14. Focus groups will be held across the business on a Zone-by-Zone basis for Services and at team level for the Management community. The expectation is that three actions will be agreed for each Zone or team and managers will communicate and implement these over the coming months.
 15. The Executive Committee will also agree a set of company-wide actions to address common priorities highlighted by colleagues from across NHSPS.
 16. This tiered approach to action planning is expected to continue to have a positive impact on outcomes in September 2020.
 17. A communications plan has also been developed to share headline results and to establish a regular drumbeat of communication about not only results and action plans, but also success/best practise stories from across NHSPS.

Recommendation

18. To **UPDATE** the Board on the outcomes of the September 2019 employee survey and next steps

Appendix 1

Figure 1 - The [Redacted] Engagement and Trust Framework



Figure 2 – Executive Summary of September 2019 Results

Executive Summary

Response Rate:

55%
(2824 responses)
+6 pps vs. 2018

Trust Index®:

71%
+9 pps vs. 2018
-7 pps vs UK Best Workplaces

Key Outcomes:

Engagement 72%
+7 vs. 2018
-7 pps vs UK Best Workplaces

Wellbeing 68%
+6 vs. 2018
-6 pps vs UK Best Workplaces

Relative Strengths:

Line management	Innovation & Continuous Improvement
Communication & Involvement	Empowerment & Accountability
Recognition	

Potential Areas for Improvement:

Strategy & Direction	Work Environment & Processes
Avoiding politics	Teamwork
Career & Development	Benefits
Talent Management	

Figure 3 – Comparison of categories with results from November 2018 survey

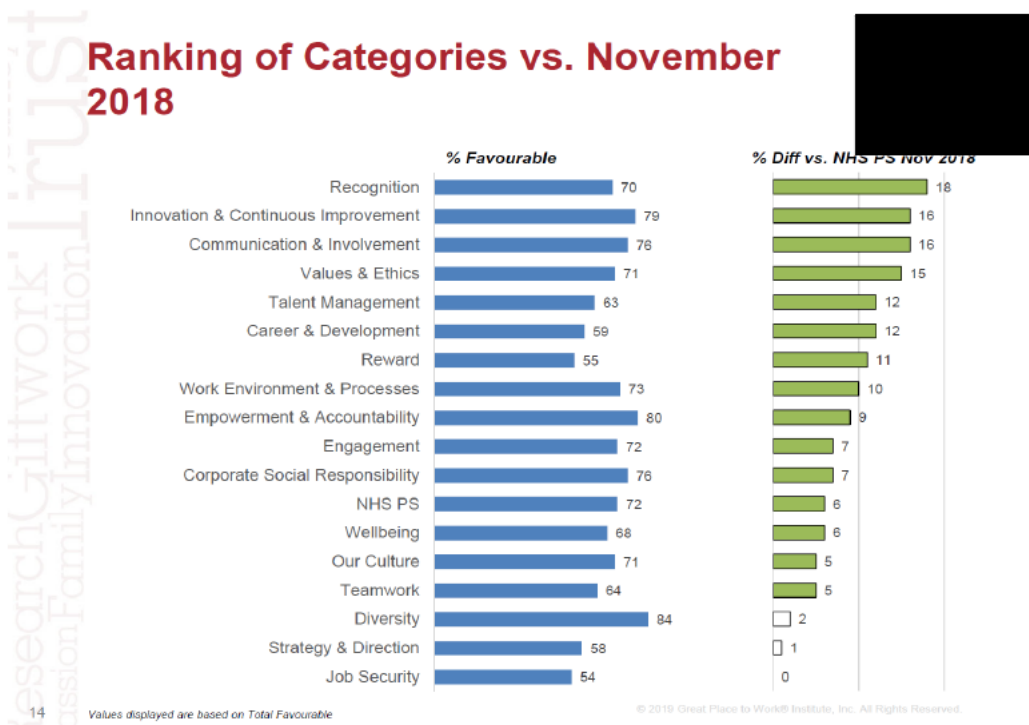


Figure 4 – Comparison of NHSPS top 10 statements with those from best large Workplaces

