

Your Voice Colleague Survey – Sept/Oct 2020

Board	PS0989
26 November 2020	
Sponsor	Hilary Stables, Chief People Officer
Discussion	The Board is asked to NOTE the content of the report.

Background

1. NHSPS has been collecting data about colleague engagement since May 2018. 3 surveys were delivered by our former partner [REDACTED], the last one being in September 2019. This relationship was reviewed when the new People Strategy was set and a decision was made to move to an approach that supports our ambition to create a responsive, listening culture where colleagues in all parts of the business feel they have been heard and action taken to address their concerns.
2. Following a rigorous supplier selection process [REDACTED] was selected as our partner for the next 3 years. [REDACTED] provides a user-friendly platform that provides meaningful insights and resources for managers to use to drive positive change within their teams. It will support us in our goal to create a values-driven, high performing organisation.
3. The [REDACTED] platform will enable us to collect feedback more regularly from our colleagues and to conduct deeper dives into topics that are of specific interest to the business. Our initial plans are to conduct two main surveys per year in April and September and two additional deep dive surveys in between these. The first of these will take place in Q4 and will focus on the new NHSPS values and the extent to which they are being lived across the business.

Logistics and response rates

4. The survey was launched to the business on the 28th September following training for the People Team, managers, colleagues and the group of engagement champions who represent all Directorates. Unlike in previous years, the survey was only provided in digital format and colleagues were encouraged to use laptops, desktops and handheld devices to complete the survey. Colleagues without a device were posted a code to enable them to access the survey from their own device. There were no paper surveys distributed this year and this has proved to be a success.
5. The survey was open for 3 weeks until the 16th October. Throughout this period there was a supporting comms campaign to encourage colleagues to complete the survey. One of the features of the platform is that managers with more than 5 team members have their own dashboard and can see it building as more of their team complete the survey. They can also see the comments from their team and, maintaining confidentiality, acknowledge these so that team members can see that they have been read. It has proved to be compelling for managers to have this kind of real-time feedback and for

many it will be a game changer as they will have feedback at a team level rather than aggregated at, for example, a regional level.

6. Overall, the response rate was 68% and this reflects the feedback of 3469 colleagues. 2550 colleagues from FM Services completed the survey and again this represents a significant increase from the previous year of 477. This is especially pleasing as it was the first-time frontline colleagues had the opportunity to complete the survey online using their new devices. The response rate from the 2019 survey was 55% so this increase of 13% is very heartening. Further detail about participation rates can be found in Appendix 1.
7. As well as providing quantitative feedback about each question asked in the survey, colleagues also had the opportunity to provide a comment for each question. Over 34,000 comments were provided, and these have been sorted into themes by the [REDACTED] platform and are being analysed by business areas and the People Team.

Headline outcomes from the survey

8. The [REDACTED] platform uses benchmarking data to enable organisations to measure success. It calls this the True Benchmark and it is built on a data set of more than 1200 companies and 126 million data points. It also adjusts scores to allow for the impact of demographics e.g. age, gender and tenure. Thus, when an organisation compares itself against the True Benchmark it can be confident that differences are the influence of leadership and company culture.
9. The overall NHSPS engagement score is 7.7/10. This is 0.1 below the True Benchmark of 7.8 for the other 1200 organisations [REDACTED] works with. This is in the middle range of this group and is the average score given by survey respondents in response to the main engagement questions. Engagement is a measure of how committed and enthusiastic employees are about their work and the organisation.
10. There is much to celebrate in the results:
 - a. Colleagues value the culture and people at NHSPS and having positive relationships with their managers.
 - b. Providing an essential service makes people proud and they derive satisfaction from supporting the NHS and contributing to patient care
 - c. There are specific drivers where the NHSPS scores are above the benchmark and these are around goal setting and meaningful work i.e. the extent to which colleagues have clear expectations of what is required of them and understand why their work is important
11. In previous years two categories of engagement drivers have consistently received less positive feedback than others and these relate to the growth agenda, about development and career. This survey has returned similar results and it is concerning that many of our colleagues have provided less positive feedback about professional growth and career advancement.

12. A new area for concern has emerged from this survey around workload and this suggests that work/life balance during the pandemic needs some careful consideration so that the strategy can continue to be implemented at pace but without burning out colleagues.

Next Steps

13. There is a richness to the data collected from the Your Voice survey that NHSPS has not benefited from before. With results and comments available to all managers with teams over 5 people, the next step is for managers, functions and Directorates to spend time interrogating the data and comments and discussing outcomes with team members so that the feedback can be contextualised ahead of action planning.
14. The Executive Committee have received a presentation and analysis from [REDACTED] and are currently agreeing the company-wide actions. These will address the growth agenda and workload. As the survey will run every 6 months it will be important for NHSPS to address short-term wins as well as actions with longer timeframes. These actions will be shared with colleagues across the organisation in late November/early December.
15. Action planning will take place at the organisation, directorate and team level. This will ensure that colleague concerns are addressed locally and on a company-wide basis. A time line has been set for all actions to be agreed and loaded onto the platform by the middle of December.

Conclusion

16. Early indications suggest that the move to [REDACTED] has been positive for NHSPS. Response rates have increased and the quality of feedback improved. Once the company-wide actions have been agreed these will be shared with the Board so that the impact can be tracked and outcomes shared.

Author

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Appendix 1

Response rates by Directorate

SEGMENTS		AGGREGATED ¹	LATEST
> FM Services	 Directorate 2550	61%	61%
> FM Management	Directorate 334	97%	97%
> Finance	 Directorate 222	96%	96%
> Asset Management	Directorate 190	93%	93%
> Technology Services	Directorate 73	95%	95%
> People Team	Directorate 55	100%	100%
> Customer Services and Communications	Directorate 42	98%	98%
> Board	Directorate 6	100%	100%