

Colleague Engagement – Values Mini Survey

Board	PS1051
25 March 2021	
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Discussion	The Board is asked to NOTE the content of the report.
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Colleague Engagement – Values Mini Survey

1. Significant changes were made last Autumn to the way NHSPS measures and drives colleague engagement. The business moved from a long, annual survey collected via paper and online questionnaires to an on-line platform that enables feedback to be collected on a more regular basis and in a more targeted way. A 3-year contract has been agreed with ██████ an industry leader in this field, and going forward the intention is to run the main survey every 9 months with more targeted surveys on different topics and with different populations in between. The NHSPS survey is called 'Your Voice' and the values mini survey is the first one of this type to be delivered.
2. The NHSPS values were also refreshed last Autumn to align with the new business strategy and to signal and underpin a change to company culture. Feedback was collected from circa 700 colleagues, including many from the frontline and from this feedback the 4Cs were developed:
 - a. Community
 - b. Colleagues
 - c. Collaboration
 - d. Commitment
3. The new values were rolled out using many different channels and approaches. The initial feedback from colleagues across the business was very positive and the last element of the initial roll-out has been to use the Your Voice platform to gather feedback about the degree to which the values are being lived and experienced across the business.
4. Each time a mini survey is completed the Your Voice platform also asks three key questions about colleague engagement too. For this survey 7 questions were asked; 3 about engagement and 4 about the values.
5. The purpose of this paper is to share the feedback from the mini-survey and some high-level analysis about the implications for NHSPS.

Colleague Engagement Feedback

6. The main survey delivered last September/October had a participation rate of 68% and the NHSPS overall engagement score was 7.7/10. ██████ uses results from 1200 other organisations to determine a 'True Benchmark' for engagement which it has set at 7.9. The NHSPS results are slightly below this benchmark and are in the mid-range of companies.

7. Following the survey, action plans were agreed at a company-wide, Directorate and team level and at the time of writing 58% of managers had uploaded action plans onto the platform. The Executive Team continues to encourage managers to load their actions onto the platform so that they can be shared with team members and progress reviewed at team meetings. [REDACTED] has advised that the best way to drive improvements to engagement scores is to target action planning rather than participation rates.
8. The mini survey closed on the 17th March with an overall participation rate of 60%. 7% of this figure represents new colleagues. The engagement score has increased by 0.1 to 7.8/10 moving the NHSPS score closer to the [REDACTED] True Benchmark. This is a positive achievement in such a short timescale and shows that it is possible for managers to make changes that have a direct impact on how engaged their team members feel about working for NHSPS. There is, of course, variation across Directorates and FM regions and this can be reviewed in Appendix 1.
9. The specific outcomes [REDACTED] suggests the engagement score drives are loyalty and satisfaction. Their analysis indicates that NHSPS outcome scores are slightly above their True Benchmark.
 - a. Loyalty – 7.6/10 (True Benchmark 7.5)
 - b. Satisfaction – 8.0 (True Benchmark 7.9)
10. Further analysis will be carried out on the comments provided to the 3 engagement questions, however, an initial read highlights the critical importance of line manager behaviour on how their team members feel about working for NHSPS. This survey saw an increase in positive comments about line manager support. There were also some very negative comments too suggesting an inconsistency in manager capability, behaviour and support. This in turn has an impact on the degree to which colleagues feel like part of a team and the comments reflect this too.
11. As with the last survey, concerns have been raised about workload, bureaucracy and inefficiency and these remain priorities at a company-wide and local level.

Values Feedback

12. The survey questions about the values measure the degree to which the experience of colleagues is aligned with the organisations stated values and there is also opportunity for comments to be shared about the experience of each of the 4 values.
13. 60% of colleagues responded to the mini-survey and over 6000 comments were provided. The platform allows managers to acknowledge comments by their team members and there were over 7000 of these digital interactions.
14. The numerical scores received for each of the values are:
 - a. Community – 8.3/10
 - b. Colleagues – 8.0/10
 - c. Collaboration – 8.0/10
 - d. Commitment – 8.1/10

15. A more detailed breakdown of the values by Directorate and FM region can also be found in Appendix 1.

Analysis

16. There are many very positive comments about the value of Community and the increased emphasis there has been on putting the patient at the heart of everything NHSPS does. The response to Covid is cited by many as an example of this. There are also a great many comments about individual commitment to the delivery of excellent service.
17. The feedback about collaboration suggests that there is frequently good local collaboration with opportunities for better collaboration with central teams.
18. The feedback about the value of Colleague is predominately positive with colleagues highlighting improvements and 'heading in the right direction'. The inconsistencies identified with management capability and behaviour have an impact on this value too and some of the less positive feedback points to this too.

Next steps

19. Results from this survey will be shared at a company-wide, directorate and team level and managers who have yet to upload their engagement action plans will continue to be encouraged to do so. As goals are agreed for FY 21/22 leaders will be strongly advised to target action planning with their management teams to drive improvements. Communication of the results from this survey can also include an update on progress with the company-wide action plans that were agreed last Autumn.
20. The values and behaviours continue to be embedded into key people processes. They will underpin a set of recruitment and selection tools that are in development ensuring that new recruits are a good cultural fit for the business. There will also be opportunity for colleagues to assess themselves against the values and behaviours in our new approach to managing performance. They are already being embedded with managers and leaders as they attend the 'Leading the NHSPS Way' programme.
21. There are two planned people development initiatives that will positively influence front line manager capability and behaviour. These are the second phase of 'Leading the NHSPS way'. Over 500 frontline managers will be invited to participate in this programme and there is also an 'Enabling Excellence' management skills programme for the same audience. These two programmes will address the 'what' and 'how' of the managers role and will lead to a more consistent experience for frontline colleagues across the business.

Author

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Appendix 1 – Colleague Engagement and Values Feedback

a) Directorate view

Directorate	Mini survey	Engagement		Values			
	Participation	Engagement	Diff. to round	Collaboration	Colleagues	Commitment	Community
NHS Property Services	60%	7.8	+0.1	8	8	8.1	8.3
FM Services	53%	7.9	+0.1	8.1	8	8.2	8.4
FM Management	91%	7.6	0	7.9	8.1	8	8.3
Finance	92%	7.4	-0.1	7.4	7.9	7.6	7.8
Asset Management	87%	7.7	-0.1	7.7	8.1	7.8	7.8
Technology Services	81%	7.1	+0.6	7.5	7.5	7.6	7.6
People Team	97%	8	+0.1	8.3	8.5	8.4	8.3
Customer Services and Communications	93%	7.8	-0.1	7.8	8.1	8	8
Board	100%	8.5	-0.4	8.1	8.7	8.7	8.4

b) Regional View

Region	Mini survey	Engagement		Values			
	Participation	Engagement	Diff. to round	Collaboration	Colleagues	Commitment	Community
NHS Property Services	60%	7.8	+0.1	8	8	8.1	8.3
Midlands Region	56%	7.8	+0.1	8	7.9	8.2	8.3
Central Region	90%	7.7	+0.2	7.8	8.1	8	8.1
North East & Yorkshire Region	59%	7.8	+0.1	8.1	8.1	8.2	8.5
North West Region	61%	8.4	0	8.5	8.5	8.5	8.6
London Region	44%	8	0	8	8.1	8.2	8.3
South East Region	54%	7.3	+0.2	7.6	7.6	7.6	8
East of England Region	63%	8	+0.2	8.2	8.2	8.3	8.4
South West Region	54%	7.3	+0.5	7.4	7.5	7.6	7.9