

Board Meeting

28 January 2016

***Your Voice - Check Up!* Employee Survey Report**

1. **Status – Public**
2. **Executive Summary**

This paper informs the Board of the outcome of the November 2015 Your Voice Check Up survey. A response rate of 42% was achieved with 2255 people participating. This is a lower response rate than the full survey in 2014 but it corresponds to the national average for NHS Trusts and was not unexpected as this was the first time the survey had been run completely on-line. Despite the reduced response, the results can be considered as statistically valid for analysis.

Overall engagement scores, based on a rating of 1 to 5, have improved from 3.56 in 2014 to 3.87 which aligns well with the broader NHS average of 3.86. This indicates that the targeted approach taken to address the three corporate areas identified in 2014 has been making a positive impact.

Outcomes in the majority of areas are showing positive improvements on the previous survey. The most obvious exceptions to this concern confidence when reporting bullying, harassment or abuse (HBA), although other indicators on HBA have improved. When different areas of NHSBT are compared, there would appear to be more work to do in Manufacturing and Logistics and in ICT – particularly in terms of line management.

A summary of the report outcome is attached at Annex A.

As the indications are that the *Check Up* survey has validated the actions taken following the 2014 survey, the Executive have agreed to continue implementing the corporate action plan and run a full, more detailed, *Your Voice* survey again in November 2016. This survey will be undertaken on-line only and so efforts will focus on ensuring that every employee has the opportunity to complete the survey, whatever their access to IT.

In the meantime, local action plans in response to the *Check Up* survey, and targeted Your Voice temperature checks will be agreed at Directorate level and monitored through the Your Voice Project Board.

3. Action Requested

The Board is asked to consider the outcome of the *Check Up* survey and:

- Note the outcome of the Survey
- Note the three areas for continued action and improvement
- Note the proposal to undertake a full survey in November 2016

4. Purpose of this paper

The purpose of this paper is to update the Board with the outcome of the recent *Check Up* survey and provide assurance that engaging with the workforce, testing the temperature and taking action to improve the working environment remains a priority. Feedback from the Your Voice *Check Up* confirms we are improving as an organisation on most fronts and we remain committed to ensuring NHSBT is a great place to work.

5. Background

5.1 2014 Your Voice Survey

Following the Your Voice 2014 Survey, the three main areas identified for action and improvement were:

- Improving communication between the different parts of NHSBT
- Improving line manager capability and capacity.
- Addressing issues related to harassment, bullying and abuse evidenced in the survey outcome.

The Your Voice survey was conducted in 2014 by Quality Health in which the entire workforce was invited to participate. A 68% response rate (3528 employees) was achieved – well above the national average for the NHS of 42%. The executive agreed to focus on three key themes in response to the overall outcomes. Targeted activity during 2015 has included:

Communication: In 2015, two initiatives were launched to improve communication across the organisation; Team Talk as well as Inside NHSBT. These initiatives respond to on-going feedback from colleagues across the organisation and also work as an external news platform. Furthermore, the Connect to a Region initiative has been implemented, in which Directors are assigned to specific areas to promote approachability and visibility in management across NHSBT.

Harassment, Bullying and Abuse: The Workforce Directorate has revised the Dignity at Work Policy to ensure that there was a clearer definition of Harassment, Bullying and Abuse while placing an emphasis on resolving conflict informally. Furthermore, a series of one-hour Master Classes have been rolled out across the country to provide clarity to employees about what constitutes inappropriate behaviour in the

workplace and how to deal with this 'the NHSBT way'. To date, over 1600 people have attended, with positive feedback received. One of the sessions is being filmed in January which will be incorporated into a revised dignity at work programme that will be distributed widely to NHSBT colleagues.

Management: OWD has implemented a number of Management Capacity related initiatives to improve management performance. In 2015, the 'NHSBT Way' was introduced to set a benchmark for management capability, alongside the Management Passport.

5.2 Implementation of the Management Passport

A major focus for improvement following the 2014 survey was management capability and competence. As a result, the Management Passport was developed and launched at the Leadership Summit for Managers in October 2015. Next actions to continue its implementation include:

- A one-hour management passport introductory session with guidance to all Directorate SMTs and the SMT level below these during January through to March 2016
- Consolidation of all management information and tools for Managers into one site to be accessed via the new People First Portal from February 2016
- Updated PDPR and associated guidance documents to ensure that managers align the Management Passport effectively within PDPRs, from March 2016
- Follow up on use of Management Passport in the 2016 Your Voice survey. during November 2016

5.3 Your Voice Temperature Check 2015

Your Voice- Check Up! was carried out by ORC International in November 2015, with a completion date of 30 November 2016. Letters with PIN codes were sent directly to mobile teams in Blood Donation and Logistics, while all other colleagues received an email directly linked to their position within the organisation.

Overall, the response rate for 'Your Voice Check Up!' was 42%, with 2255 employees participating in the survey. Although this is a much lower response rate than our last survey, it corresponds to the national average and is the first time the survey has been fully on-line. This approach did result in some challenges in relation to response rates from some hard to reach teams in Blood Donation and Logistics. Feedback received from managers and employees in these areas include the difficulty with providing time on session to complete the questionnaire on-line, concerns about confidentiality and general comments about ease of access.

Individual reports showing a breakdown of outcomes by Directorate, and by function when sufficient data is available to maintain confidentiality, have been distributed. Directorates have been asked to consider whether particular action plans are needed to address any emerging trends which may be shown locally. These action plans will be collated and monitored by the Your Voice project board.

Major Trends: As an organisation, the results validate the actions that we have been taking and we are improving. NHSBT's overall Engagement Score is 3.87 out of 5, which represents a 0.31 increase from the Survey in 2014, indicative that colleagues are happier and feel more supported.

Management: All scores with regards to Management increased, with an average positive response score of 66%, compared to 2014, in which the average positive score was 52%.

Harassment and Bullying: All scores in Health, Safety and Well-Being at work (including Harassment and Bullying), achieved an average positive score of 86 %, a significant increase from the average positive score in these areas of just over 62% in 2014. The exception was in levels of satisfaction with the outcome of reporting Bullying and Harassment, where the average positive response rate decreased by 8%.

Communication: Although this category had collectively the lowest score, with only a 20% positive response rate, it demonstrated an increase of 7% (from 13 %) in 2014 following the increased communication related initiatives described above.

5.4 Your Voice Project Board

A Project Board was established early in 2015 with representatives from across the organisation to monitor the Corporate Action plan using a dashboard system to ensure that the organisation is moving forward with initiatives, policies, and procedures to address responses from the survey. This group will continue to meet on a monthly basis, taking forward the implementation of the new action plan and ensuring the right preparations are made for the next *Check Up* and full Your Voice surveys.

6. Proposal

6.1 To maintain oversight of corporate trends:

To maintain the momentum of the existing Your Voice employee engagement approach and undertake a full employee survey in the autumn of 2016 and every other year thereafter. There will then be a shorter 'temperature check' survey undertaken in those years when a full survey is not undertaken. This will ensure continuous feedback from employees and allow greater benchmarking against the broader NHS, which is important when reviewing trends and areas for focus.

6.2 To Improve engagement scores in 2016:

Continue with implementing the leadership and management development programmes, including the implementation of the Management Passport. Ensure these include how to support people experiencing bullying, harassment and abuse, including reporting and follow up. Develop a communications strategy around “one team, different pathways, same purpose” that demonstrates connections to all parts of NHSBT, bringing it to life through Team Talk and other activities such as Connect to a Region.

6.3 To Improve response rates in 2016:

Ensure the communications plan reaffirms confidentiality for employees while showing the outcomes/results from the survey. Develop a communications plan and new approaches to engage directly with blood collection and logistics teams and improve response rates from staff in these areas.

6.4 Communications Plan:

The January Team Talk will include a focus on action planning at directorate and team level. The reports have a "time for action" section which will make it really easy for managers to discuss the survey results with their teams, agree what to celebrate, further investigate and then identify opportunities for improvement leading to three actions. These action plans will be collated through directorate SMTs and monitored by the Your Voice Project Board. There will be pages in February's edition of the Connect magazine dedicated to sharing the results of Your Voice - Check Up, which will include any new actions agreed by the Executive.

7. Conclusion

The outcome of the *Check Up* survey is encouraging but more needs to be done to drive greater engagement and employee morale. The work done since the 2014/15 survey has provided a good start and we need to build on the successes shown by the more recent survey to drive greater improvement in engagement scores in the 2016 survey.

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