

30, March 2017
***Your Voice – Be Heard!* Survey Results and Actions Moving Forward**
NHSBT Board Paper

1. Status – Public

2. Executive Summary

This paper describes the *Your Voice- Be Heard! Employee* Survey process and outcomes for 2016. *Your Voice- Be Heard!* was a detailed survey of all staff across NHSBT and follows the last such survey undertaken in 2014. The purpose of this survey is determine how engaged our colleagues feel compared to previous years, while giving us the opportunity to build on past accomplishments and address future opportunities for action.

The survey process was managed by the Your Voice Project Board in collaboration with a business intelligence and survey company, ORC International. ORC International was responsible for producing this year's *Your Voice Be Heard!* Survey as well as a shorter pulse survey undertaken in 2015. ORC worked with NHSBT to develop a customer focussed, evidence based survey strategy, resulting in improved scores overall as well as an impressive response rate of 80% when compared to the 2014 survey (68%).

3. Survey Development

A Project Board was established in 2016 with senior representatives from across the organisation including our trade unions and two Heads of Centre.

There were a number of changes to the questions asked in this year's survey, to update previous questions and ensure that data collected could be acted upon. The overall number of questions was reduced to ensure that that colleagues could complete the survey in a maximum of 20 minutes.

Additionally, two free text questions; one regarding satisfaction one regarding opportunities for improvement were asked to gauge additional context.

4. Results and Key Highlights from the Report

4.1 Overall Outcomes

The last full survey was undertaken in 2014 achieving a response rate of 68% (Circa 3500 staff). A much smaller pulse survey was undertaken in 2015 which checked on progress since the last full survey but had a disappointing response rate of 42% with an even smaller proportion of staff within some of our larger frontline directorates, such as Blood Donation.

The 2016 full staff survey received a response rate of 80% (36% above the national NHS average) and demonstrates a 38% increase in response since

the 2015 *Your Voice- Check Up!* Survey and 12% increase since the 2014 *Your Voice* survey. This is the highest response rate in NHSBT since employee engagement surveys were introduced.

The NHSBT overall NHS engagement score was 3.73 (ORC engagement score 79%) in 2016, compared to 3.56 in 2014 when the last full staff survey was undertaken. The NHS average for 2016 was 3.79, but with a considerably lower response rate. Therefore, this represents a healthy increase in engagement since 2014 for NHSBT.

A copy of the NHSBT overall report is attached in appendix 1.

4.2 Progress against 2014 Outcomes

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

- *Improving communication between the different parts of NHSBT: **Your Voice 2016 outcome: Communication questions (for that year) were responded to 49% positively in 2016, as opposed to 13% positively in 2014 – an improvement of 36%***

The improved scores in this area are a result of several initiatives since 2014 to improve departmental communication, such as Team Talk, Connect to a Region and Inside NHSBT.

- *Improving line manager capability and capacity:
Outcome: Management questions were responded to as 65% positively in 2016, as opposed to 48% positively in 2014 (an increase of 17%).¹*

Following the 2014 survey a number of initiatives were introduced to help improve Line Manager Capability. This included the Management Passport framework, which set out a minimum set of competencies that managers would need as well as a number of new initiatives such as Manager Summits and Effective Line Manager training.

- *Addressing issues related to harassment, bullying and abuse (HBA) evidenced in the survey outcomes.
**Outcome: 17% of colleagues indicated that they had experienced HBA in 2016, as opposed to 26% in 2014
Out of those who did report HBA, 39% said they had reported it in 2016, as opposed to 40% in 2014.
Health, Safety and Wellbeing scores increased from 65% 2014 to 86% in 2016.***

Since the 2014 full staff survey a full review of the Dignity at Work Policy was undertaken as well as master classes outlining what constitutes inappropriate behaviour in the workplace.

All three of these corporate objectives will feature in the Your Voice Actions in 2017 as although progress has been made, we need to maintain momentum to continue to improve these scores, especially in relation to Management Capability as well as Harassment, Bullying and Abuse.

4.3 Positive Trends Identified

1. Communication is improving. Overall communication scores in the organisation have increased from 13% to 49% since 2014.
2. Open ended questions: Job and colleague satisfaction were seen as the highest rated positive themes for NHSBT colleagues.
3. 94% of colleagues indicated that they were clear about what behaviours were expected of them in their role and believe that their role contributes to saving and improving lives.
4. Engagement scores have increased overall since 2014.

4.4 Areas for action/improvement:

Focusing on Development Opportunities:

- Although 63% of our colleagues were satisfied with the Learning & Development Opportunities available to them, only 43% of staff were satisfied with the opportunities for career advancement available to them (i.e. promotion, secondment etc.) This score is disproportionately rated lower (33%) by our 'Other Collection Staff' indicating that action needs to be taken in this area for front line staff in particular.

Focussing on Senior Leader Approachability:

- 32% of colleagues agreed that Senior Leaders were approachable and listened to feedback. It is a disappointing result, however 39% of respondents scored this question as neutral, which in turn could mean that they were confused about who their senior leaders were or what they expected from them. The project board will focus this year on exploring why so many staff scored this question as neutral and will take forward any actions in response to this issue.

Focussing on Survey Action Planning:

- 40% of Colleagues Indicated that they didn't think any action would be taken as a result of the survey. We are working to ensure that any action taken is more visibly linked to actions from the survey, which is described in this year's corporate action plan.

Staff with 10 to 19 years' service

- ORC International identified that there was a reduction in engagement scores for those staff working at NHSBT with between 10 and 19 years' service. It would be typically expected that engagement should decrease slightly after 10 years but in ORC's experience the decline for this group of

staff was worth exploring further as it did appear to be lower than average. The project board will investigate this and take appropriate action, as required.

5. Benchmarking information

The outcome reports include benchmark information comparing NHSBT to public sector organisations assessed by ORC.

The other Benchmark tools assessed are the ORC and NHS Engagement Scores. The ORC Engagement Score is produced by an analysis of key questions used in their surveys. This differs slightly to the NHS engagement score, which is derived from nine standardised questions.

NHS Engagement Score: is derived from the following outcomes:

- Employee ability to contribute towards improvement at work.
- Employee recommendation of the organisation as a place to work or receive treatment.
- Employee Motivation at Work.

Benchmark Results: **NHSBT:** 3.73 in 2016, **All NHS:** 3.79 in 2016

ORC Engagement Score: (NHSBT averaging 3% above the average of all NHS, public sector and not-for-profit organisations assessed by ORC)

- I am proud to work at NHSBT.
- Considering everything I am happy with the job I do.
- I intend to be working at NHSBT in 12 months' time.
- I am happy to go the extra mile at work when required.
- Working here makes me want to do the best work that I can.

Benchmark Results:

- NHSBT: **79%**,
- Other benchmark organisations surveyed by ORC: **Apx. 71%**

Although NHSBT is lower than the national NHS engagement score, we have a response rate which is nearly double that of the wider NHS (80% vs 44%). We can therefore conclude that with a higher response rate, we have a more accurate picture of what our colleagues are thinking in contrast to the rest of the NHS.

6. Action Planning

Corporate action plans have been agreed with the Executive Team. ORC International recommended to NHSBT the use of a model called 70/20/10 which encourages organisations to develop their actions as follows:

- 70% - continue with what is going well
- 20% - modify what you are already doing
- 10% - create new initiatives/changes

This has been incorporated into all of the action planning sessions and communications which have been disseminated to all Centres and Directorates. In addition to the Corporate Action Plan, each directorate and centre have been asked to produce their own action plan by the end of March 2017 which will be monitored through the Your Voice Project Board.

7.0 Next Steps

The cycle to produce a full staff survey, with appropriate design, communication and planning can take between four and six months. The response rate this year was significantly higher than previously and as a result we now have a rich data set on which to take action and respond to our staff.

We plan to continue the survey structure of repeating full employee surveys every other year. The next survey would therefore be undertaken during 2018. The rationale for this is as follows:

- To allow time to make demonstrable progress in the actions identified in 2016 in a way that staff can see makes a difference and the next survey is able to track success.
- To avoid 'survey fatigue.'
- Full staff surveys are costly and resource intensive.

However the case, it is important that we continue during this period to monitor which of our actions are having the biggest impact and we intend to explore two alternative tracking options:

- We will undertake smaller scale Pulse Surveys linked to the 2016 Your Voice Survey data. These are very easy to administer and any information received can be directly compared to our 2016 survey data.
- Further understand engagement within certain groups of our workforce. This can be done through workforce insights work, this allows us to look into the specific levels of engagement for particular teams, groups or professions and try out different engagement methods based on the feedback from these groups in how they might like to be communicated with, or access training for example.

8.0 Summary

The Your Voice Be Heard 2016 survey achieved a significantly increased response rate of 80% and was able to demonstrate that we could ensure a widely distributed workforce could be encouraged to complete an on-line only survey, despite IT constraints in some areas. The outcome was an increased engagement score compared to the last survey in 2014.

Although increased levels of satisfaction were shown in the key action areas from 2014, there is still more work to do in continuing to reduce harassment, bullying and abuse, improving our communication as well as increasing our leadership capability. In addition, new efforts need to be made to do more to

highlight career development opportunities for staff as well as ensuring that our leadership is made more visible and engaging.

Action plans developed from the 2016 survey will respond to the additional outcomes identified and we must ensure that action is clearly evident given that colleagues did not express confidence that action would be taken.

9.0 Recommendations

The Board is asked to:

- Note the outcomes of the survey and the resulting actions proposed
- Agree the timing of the next survey in 2018

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