

Council, 7 December 2016

Employee engagement survey: action plan

Executive summary

Introduction

The purpose of this paper is to update the Council on the plans that have been agreed by the EMT following consultation with employees via the following channels:

- 1) The employee engagement survey in June 2016
- 2) Outputs from post-survey briefings and departmental meetings with employees
- 3) Post-survey focus survey groups to explore priority areas further

The paper includes top level results from the survey, the key themes that have emerged as priorities and the resulting action plan. The action plan will be implemented over a two year period to allow time for activities to be implemented and evaluated.

Decision

The Council is invited to discuss the plan.

Financial implications

Covered by departmental budgets

Appendices

Employee survey action plan October 2016

Date of paper

17 November 2016

Employee engagement survey action plan

1 Introduction

The 2016 Employee Engagement Survey was run by People Insight and took place in May. The overall results and data tables have been published on the intranet. This paper sets out the top level results, the areas for improvement and the resulting action plan.

2 Top 5 results

The key favourable results are:

1.	I understand how my department's objectives contribute to the rest of the HCPC's performance	93%
2.	I understand the HCPC's vision, values and objectives	93%
3.	I am clear about how my role contributes to the overall success of the HCPC	93%
4.	I am encouraged to identify my own learning and development needs	88%
5.	My manager is open and approachable	88%

3 Areas for improvement

People Insight grouped the areas for improvement into themes from the statistical results and comments in response to the open questions. These were: collaboration; career development; and leadership.

Ideas and further feedback on these areas were then sought from two focus groups, conducted by People Insight, of 19 colleagues from different levels, teams and length of service. Departments have also discussed the findings of the survey, providing feedback and developing departmental action plans where relevant.

From the comments and additional feedback through focus groups and team discussions, flexible working was also identified as an area for development.

• Collaboration

The feedback clearly shows that people enjoy working in their own teams and recognise there is cross-team working, for example major projects are seen as collaborative as well as smaller projects like HR, Registration and FTP on the new e-learning system and IT and Communications on the new intranet.

However, there was also feedback on a perceived lack of cross departmental team work and sharing ideas as well as about processes not being properly communicated to those who will be impacted by them (ie when changes are made).

- **Career development**

In the feedback, the significant amount of learning and development opportunities within the HCPC was valued and appreciated and a recognition that people enjoyed working at the HCPC. However, there was an acknowledgement that an individual's career development may be a challenge given the size of the organisation and the number of long serving employees.

- **Leadership**

There was feedback that EMT are a stable and constant leadership team who are clear in the direction of the organisation. There was also positive feedback around some EMT members having structures in place to formally communicate with their teams on a regular basis as well as more informal set ups.

Overall, colleagues would appreciate a greater understanding on the role of EMT, in particular consultation and decision making, and would welcome increased visibility and approachability where appropriate and relevant.

- **Flexible working**

The feedback clearly demonstrated that colleagues appreciated flexible working. A number of employees would like flexi-time and some would appreciate a time off in lieu approach rather than a traditional flexi-time policy.

4 Action plan

We have received a wealth of feedback and ideas from colleagues across the organisation on how to improve the priority areas. However, it is not feasible to undertake every idea, so the action plan focuses on activity where it is felt the most impact will be, which is based on recurring trends in topics.

The action plan will be implemented over a two year period to allow time for activity to take place and for colleagues to see improvements. A further employee engagement survey will be conducted in 2018 and we will also consider short 'pulse' surveys to monitor and gauge effectiveness of the action plan

EMT will also regularly review the progress of the action plan and updates will be provided to all employees through news articles and all employee meetings.

The action plan covers the organisation as a whole. Where appropriate, specific activities or follow-up for individual departments will be incorporated into departmental action planning.

Action plan

Theme raised	Aim	Action	Responsibility	Timelines
Collaboration	To provide a mechanism which supports cross departmental working	<ul style="list-style-type: none"> Continue development of intranet to SharePoint which will support cross-departmental working 	Web / IT	Early 2017
Collaboration	To encourage and facilitate collaboration	<ul style="list-style-type: none"> Raise awareness of collaborative tools and guidance, e.g. using Skype at work 	IT / Internal Communications	From November 2016
Collaboration	To raise awareness of existing team working	<ul style="list-style-type: none"> Ensure focus of the 2017 all employee away day is collaboration – highlighting how departments work together to ensure public protection 	Events / Departments	May 2017
Collaboration	To increase understanding of cross-departmental working	<ul style="list-style-type: none"> All departments to have internal communication plans which communicate their work, in particular highlighting where they are or will be working with others 	Departments / Internal Communications	Ongoing from November 2016
Collaboration	To emphasise the need for planning cross-team working	<ul style="list-style-type: none"> All departments to incorporate into their work plans and planning processes (a) engaging other relevant departments when devising process changes (b) communicating the impact of change to those less directly involved or who will be effected by the change or new processes. 	All department heads / managers / employees	From November 2016 as part of work planning process
Collaboration / Leadership	To enhance communication and collaboration between EMT and employees	<ul style="list-style-type: none"> Employee groups and fora: 1) Review the terms of reference for CDT to ensure that information and feedback flows across the organisation as well as up/down from EMT; 2) Identify ways to raise the profile of employee consultations on policy development and 3) raise the profile of ECG, e.g. by ensuring an ECG representative feeds back to EMT after each meeting 	HR / ECG / CDT/ Internal Communications	TBA
Leadership	To further increase EMT's visibility and approachability	<ul style="list-style-type: none"> Face to face: EMT members will 1) continue to front or present at employee events including the revised induction welcome event, learning events, employee meetings and the all employee awayday; and 2) implement other methods of engagement including attending departmental meetings where relevant 	EMT with support from Internal Communications / Learning and Development Manager	Ongoing

Theme raised	Aim	Action	Responsibility	Timelines
Leadership	To continue to improve visibility of EMT	<ul style="list-style-type: none"> Intranet: update biographies, images and information in EMT section and raise awareness through increased posts, news items or blog pieces 	EMT / Internal Communications	By end of February 2017 / ongoing
Leadership	To raise employees' awareness of EMT decision making processes	<ul style="list-style-type: none"> Continue to publish EMT papers on the intranet and a summary of the monthly meetings and awaydays which EMT will highlight to their departments 	Designated EMT member to write to ensure consistency	Monthly after each EMT meeting
Leadership	To improve employees' understanding of EMT's strategic role in providing clarity of purpose and direction	<ul style="list-style-type: none"> Communicating organisational strategy: 1) information about the organisation's strategy, vision and values to be included in the new welcome induction event; 2) annual update by Marc at an all employee meeting; 3) ensure relevant presentations/articles on budgets/five year plan/workplanning processes 	Marc Seale / EMT / Learning and Development / Internal Communications	At each induction Annually
Leadership	To ensure EMT continue to reflect the HCPC's values in their day to day work	<ul style="list-style-type: none"> Revise the leadership competency framework for EMT to reflect HCPC values and engagement with employees/departments 	HR / EMT	By February 2017
Career development	To develop systems and processes to further enhance career development	<ul style="list-style-type: none"> Development of an organisation-wide talent management framework, including a career development process and "road map" of continuing career and professional development. See appendix. 	HR / EMT / employees through focus groups	By October 2017
Career development	To ensure that the talent management framework promotes inclusive behaviours	<ul style="list-style-type: none"> Equality, Diversity and Inclusion: collect / analyse more in-depth data at key points in the decision making processes in recruitment and internal promotions. 	HR / employees through focus groups	By October 2017
Career development	To continue to ensure a fair and inclusive approach to career development	<ul style="list-style-type: none"> Ensure that anyone involved in recruitment, internal promotions and talent management decisions is fully trained in equality, diversity and inclusion 	HR / employees through focus groups	By October 2017
Career development	To develop new policies to broaden and enhance career development opportunities and promote existing opportunities	<ul style="list-style-type: none"> 1) Create new policies on secondments, sabbaticals and professional development and 2) Continue to raise awareness of existing learning and career development opportunities 	HR / Internal Communications	By December 2016 / ongoing
Flexible working	To raise awareness of existing flexible working and encourage more where possible	<ul style="list-style-type: none"> HR to explore flexible working further (including home-working and TOIL) by running an employee focus group and researching practise in other organisations. Options to be discussed with ECG and then EMT 	HR / employees through focus group	By February 2017

Appendix

Talent management framework	Timing	Delivered by
<p>*A talent management framework is a set of organisational systems and processes designed to attract, develop, motivate and retain high performing employees.</p> <ul style="list-style-type: none"> • Engagement: Hold employee workshops on career development to explore the survey findings and expectations in more detail, facilitated workshop with a group of EMT and senior managers with aim of defining what “talent” means in HCPC. Publish approach to talent on intranet with next steps outlined for feedback from employees • Design: Create talent framework that includes: Definition, Focus, Process, Action to include the following potential activities: annual career conversations; planned secondments; managed work shadowing experiences; mentoring opportunities, peer to peer workshops on managing career conversations, career development toolkits for managers and employees) • Communication: communications plans which provides timely updates on progress, e.g. infographics, news articles, video interviews • Monitoring and review: agree measures as part of planning e.g. internal moves either upwards or sideways; change of career (internal to HCPC); trend analysis 		<p>HR</p> <p>HR + TBC</p> <p>HR + Comms</p>