

9 March 2023

HCPC Employee Pulse Survey Results – Q1 to Q3 2022-23

Executive Summary

Employee pulse surveys are a type of employee engagement survey that organisations use to evaluate the overall employee experience by collecting relevant feedback from the workforce.

They are a quick, simple, and effective way to improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

HR conducted a pulse survey for each quarter of 2022-23 to date. The aim of the survey was to:

- Monitor trends in employees' perceptions of their experience of working at the HCPC
- Understand perceptions of key areas impacting on engagement such as internal communications and equality and diversity

Identify any areas that could be looked into further, either to build on existing strengths or to address any areas for development

Summary of findings

Areas of strength continue to include a high level of understanding of how individuals' work contribute to delivery of HCPC's strategic objectives, staff feeling valued and supported by their line managers and staff seeing HCPC as a diverse and inclusive employer. This provides positive support in line with the People Strategy and building a sense of belonging amongst HCPC employees.

There is the inclusion of the engagement score, which is calculated across all the answers given and the engagement across all the quantifiable scores. This is a response to PRC comments around the suitability of the NPS (Net Promoter Score), however the NPS has been included for reference within the notes section.

The findings have been set out consistently with the Q2 survey to allow better visualisation of the data. In addition, benchmarking with the Civil Service has been included where possible following the feedback from the Executive Leadership Team (ELT) and the People and Resource Committee (PRC).

There is the introduction of two 'sustainability' questions, which are only proposed as a one off (or potentially biannual inclusion) as this is unlikely to change on a quarterly basis.

The overall response rate was 53% in Q3, which is a slight increase on the previous quarter, however the numerical difference in responses was a single employee, with wide variations between departments.

There have been some statistical differences between Q1 and Q3 findings:

Increase:

- *I feel connected to the HCPC values and behavioural framework (Q1 – 69%, Q3 – 75%).*
- *I am given opportunities to learn and develop my skills when needed (Q1 – 53%, Q3 – 59%).*

Decrease:

- *Our senior leaders (SLG) are visible and reasonably accessible to employees (Q1 – 57%, Q3 – 51%).*

Previous consideration	This is the second Pulse Survey findings report presented to PRC. The Committee is aware of the introduction of pulse survey as part of our People Strategy.
Decision	The Committee is asked to note and discuss the report; no decision is required.
Next steps	Discussions with departmental Heads around development opportunities are being taken forward by HR Business Partners. HR will be facilitating a workshop in Q1 2023-24 with the Senior Leadership Group (SLG) to develop action plans from the year to date.
Strategic priority	Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	Actions for this year have been included in the 2022-23 work plan and associated budget such as the Making a Difference Award.
EDI impact	EDI data is collected and analysed as part of the pulse survey to ensure we proactively monitoring equality and diversity as part of this work and will continue to be further developed in future reports.
Author	Rebecca Bryan, HR Business Partner Rebecca.Bryan@hcpc-uk.org

Sponsor
Alastair Bridges, Executive Director of Resources and Business
Performance
Alastair.bridges@hcpc-uk.org

Employee Pulse Survey 2022/2023

Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

1. Purpose of Pulse Survey

Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

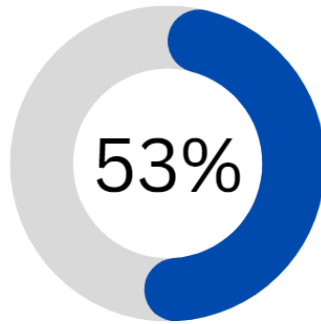
Employee pulse surveys are a type of employee engagement survey that organisations use to evaluate the overall employee experience by collecting relevant feedback from the workforce. They are a quick, simple, and effective way to improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

HR conducted a pulse survey for the first quarter of 2022/23. The aim of the survey was to:

- Monitor trends in employees' perceptions of their experience of working at the HCPC;
- understand perceptions of key areas impacting on engagement such as internal communications and equality and diversity;
- identify any areas that could be looked into further, either to build on existing strengths or to address any areas for development.

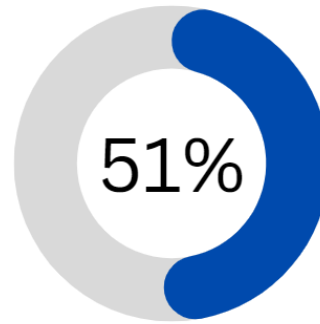
2. Respondents

2022/23 – Quarter 1



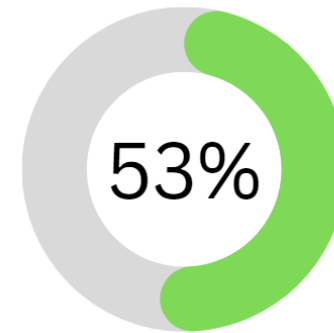
167 Responses

2022/23 – Quarter 2



166 Responses

2022/23 – Quarter 3

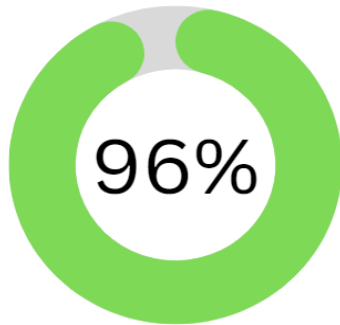


169 Responses

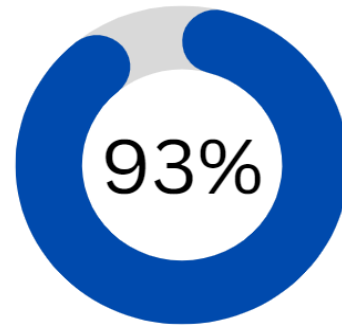
Departmental Teams	Percentage of Response
Business Change & IT	47%
Communications/Professionalism and Upstream Regulation	64%
Education	100%
Finance	100%
Fitness to Practise including HCPTS	45%
Governance/Quality Assurance	90%
Human Resources	100%
Office of Chief Executive/Office Services	78%
Policy, Standards & EDI and Insight & Analytics	86%
Registration	31%
Grand Total	53%

3. Sense of Belonging

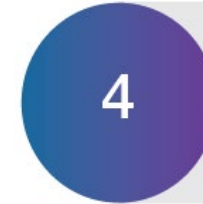
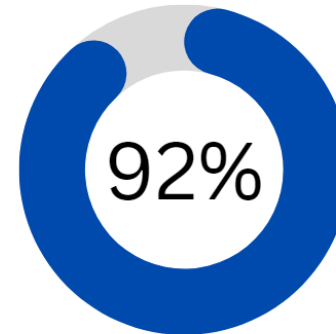
2022/23 – Quarter 1



2022/23 – Quarter 2



2022/23 – Quarter 3

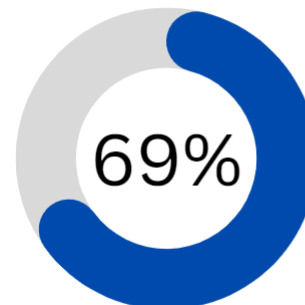


Develop and embed an organisational culture where morale is high

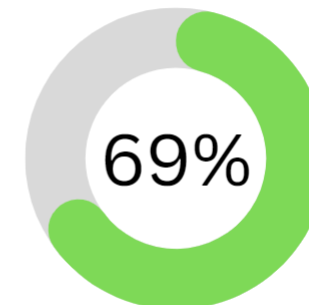
I understand how my work supports the goals of my team and department

I feel connected to the HCPC values and behavioural framework

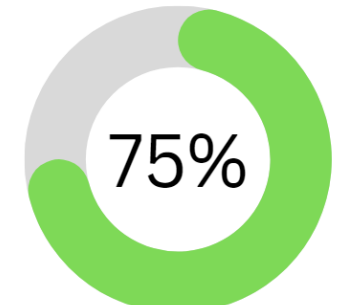
2022/23 – Quarter 1



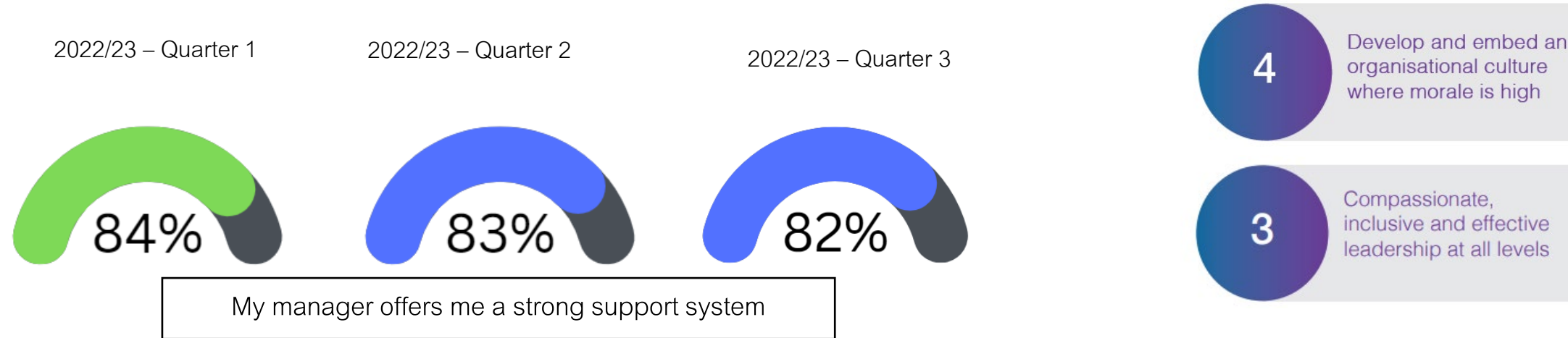
2022/23 – Quarter 2



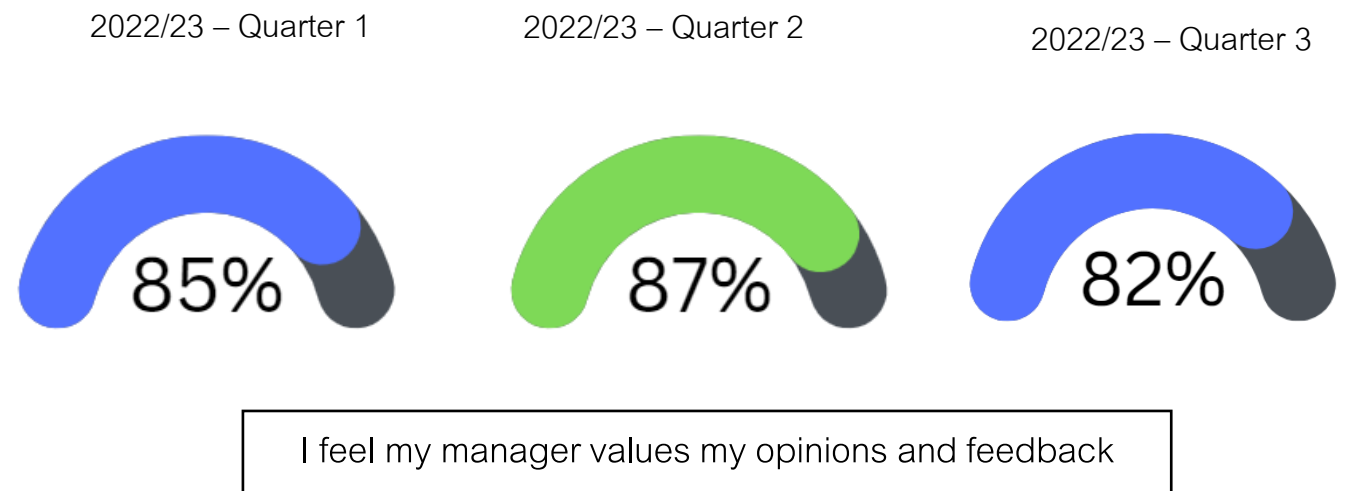
2022/23 – Quarter 3



4. Management Support



- 4 Develop and embed an organisational culture where morale is high
- 3 Compassionate, inclusive and effective leadership at all levels



5. Communication & Visibility

62%



of employees feel informed about what is happening at the HCPC now and in the future

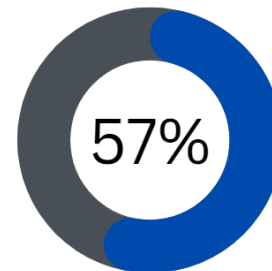


4 Develop and embed an organisational culture where morale is high

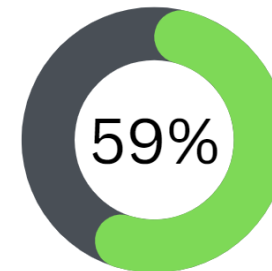


3 Compassionate, inclusive and effective leadership at all levels

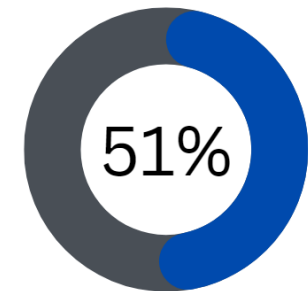
2022/23 – Quarter 1



2022/23 – Quarter 2

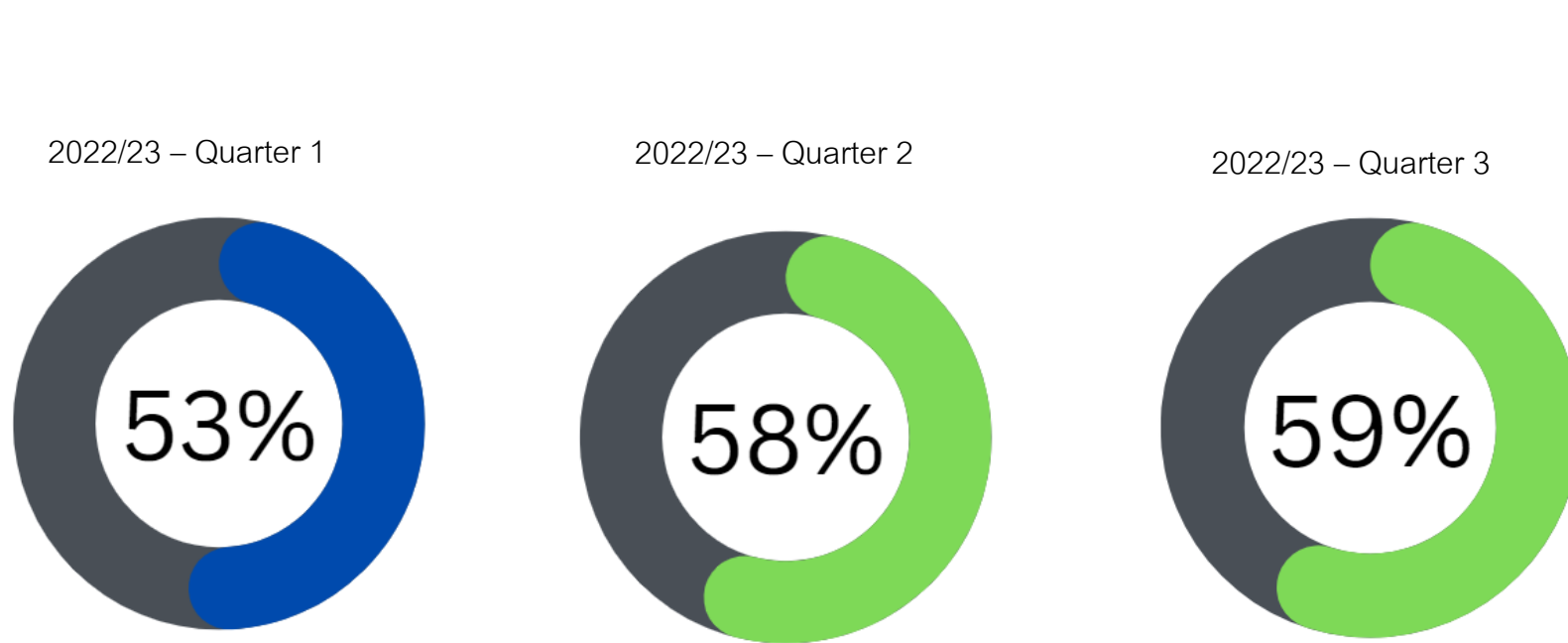


2022/23 – Quarter 3



Our senior leaders (SLG) are visible and reasonably accessible to employees

6. Learning and development



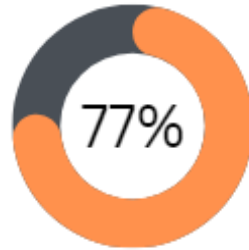
I am given opportunities to learn and develop my skills when needed

- 4 Develop and embed an organisational culture where morale is high
- 2 High performing, capable and skilled organisation

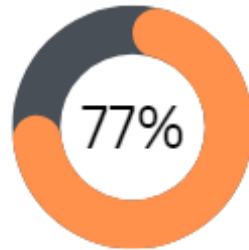
7. HCPC as an Employer

Employee Satisfaction Score

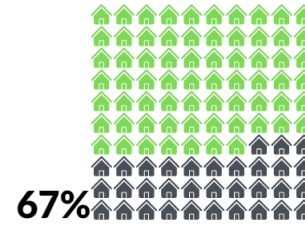
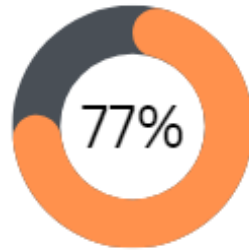
2022/23 – Quarter 1



2022/23 – Quarter 2

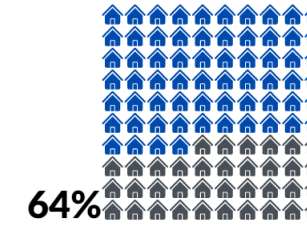


2022/23 – Quarter 3



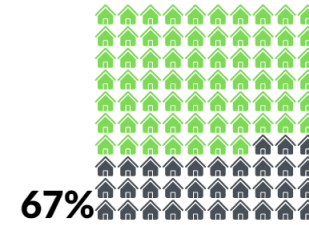
67%

2022/23 – Quarter 1



64%

2022/23 – Quarter 2



67%

2022/23 – Quarter 3

I achieve a good balance between my work life and my personal life

8. Sustainability



71% of employees have a personal interest in working for a sustainable organisation

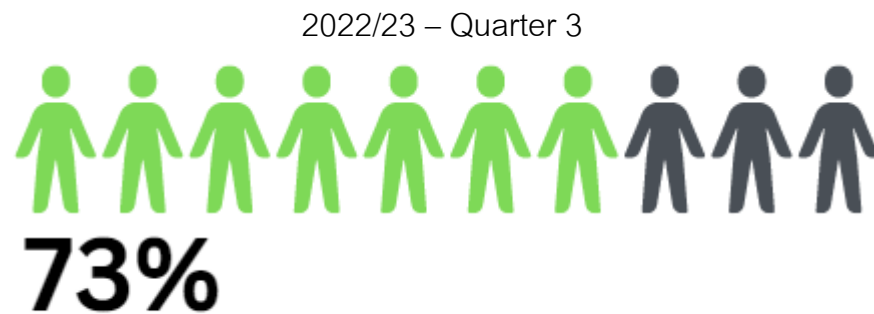
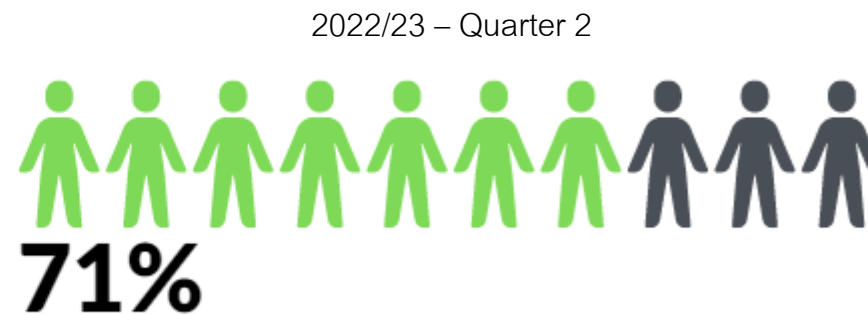
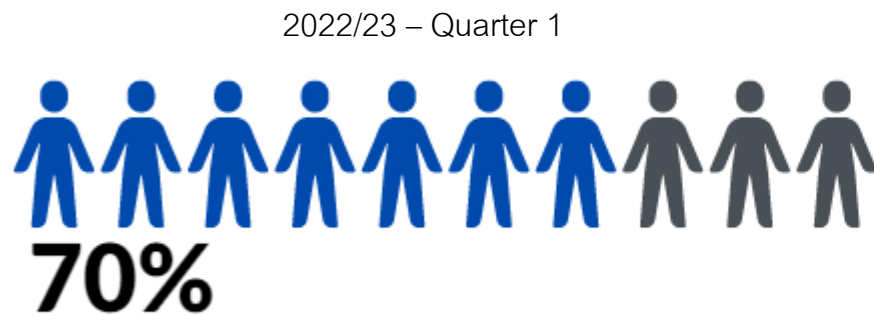


48% of employees are confident the HCPC is working towards becoming a sustainable organisation

9. What do employees value most in their current role?

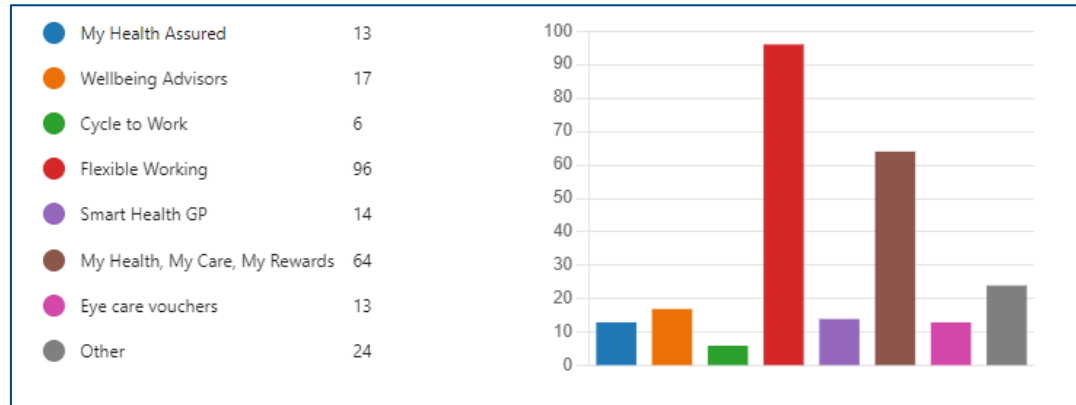


10. Confidence that HCPC is a diverse and inclusive employer

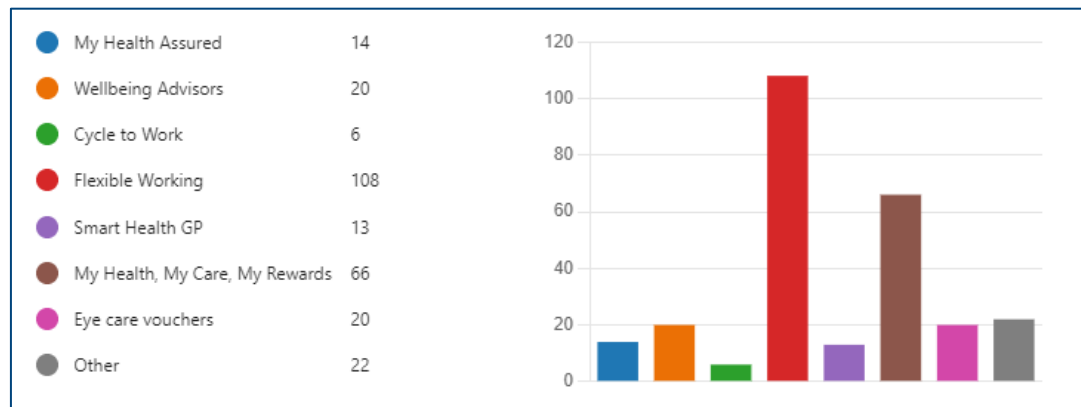


11. Wellbeing Initiatives

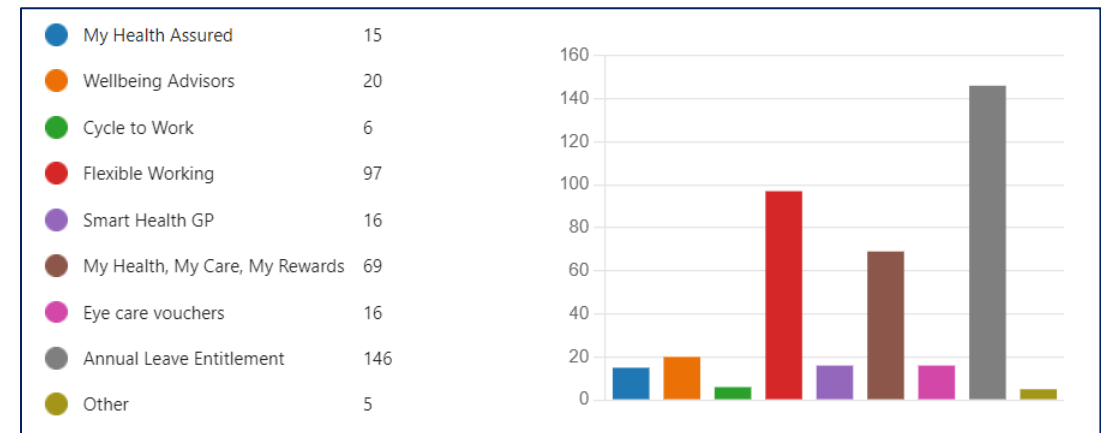
2022/23 – Quarter 1



2022/23 – Quarter 2



2022/23 – Quarter 3



12. Key Takeaways

The results from this survey are mainly in line with Q3, the exception is an improvement around learning and development opportunities.

Recognition is still an area requiring development across all teams. There has been a drop off in senior leadership visibility, there is no specific trend across department/directorate which varies to Q2 and the change is across all directorates. There has been a slight change in view of management support, 24 individuals have changed line management in Q3, therefore there may be some settling in time to adapt to new styles and approaches.

Whilst we are not creating an action plan as agreed, the author proposes that following Q4 findings, HR run a workshop with SLG to devise an action plan for 23/24.

Feedback from PRC around developing a high performing culture will be incorporated in to the survey in Q4.

The feedback I receive helps me to improve my performance

This is a direct lift from the Civil Service Pulse Survey 2021, which will allow us to undertake appropriate benchmarking. This will also be after the formal APDR period and will allow a focus on reflection on performance conversations.

HR Led Actions which are currently underway which may support an increase in engagement and improve culture:

- Aspiring Leaders
- Coaching apprenticeship
- Beyond Barriers
- Making a Difference Award
- Recruitment process review
- HR essentials (total of 16 HR led workshops)
- Q4 L&D activities
- EDI and engagement activities
- APDR period (until 31 March 2023)
- Pay Review

Workforce planning & succession planning