



## Results of the Employee Engagement Survey, October 2015

Produced by People Insight in November 2015



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Contents	Page
Introduction	2
Your Engagement Score	3
Engagement Themes	3
Highs and Lows	4
Breakdown of survey respondents	4
Results by Survey Section	5

# Introduction

## About the survey

An external company, People Insight Ltd, was commissioned to undertake the survey. The questionnaire was designed to measure people's attitudes and beliefs concerning key employee engagement issues.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five point likert scale (strongly agree to strongly disagree).

## Benchmarking cohort

Benchmarking helps to put survey results into context by showing you how your results compare with the results of other organisations that have run staff surveys using the similar questions. The benchmarking cohort used for comparison purposes in this analysis matched each of the following criteria:

- Public sector OR Private sector








A separate comments report will be provided. Additionally a separate feedback presentation will be delivered following the reports.

## Survey response rates




The survey was completed in October 2015 and achieved an overall response rate of 82%. 526 staff were invited to take part in the survey and 431 responses were received.

This is an excellent response rate and gives a good degree of confidence in the results. The appendices show response rates broken down by selected groups of staff.

## Symbols used in this report

-  indicates a performance at least 10% better than the benchmark/last survey
-  indicates a performance at least 5% and less than 10% better than the benchmark/last survey
-  indicates a performance at least 3% and less than 5% better than the benchmark/last survey
-  indicates a performance within 3% of the benchmark/last survey
-  indicates a performance at least 3% and less than 5% worse than the benchmark/last survey
-  indicates a performance at least 5% and less than 10% worse than the benchmark/last survey
-  indicates a performance at least 10% worse than the benchmark/last survey

An algorithm is used to identify strengths, areas for development, and weaknesses. This takes into account all responses to each question, whether positive, negative, or neutral:

-  areas of **strength**
-  areas for **development**
-  areas of **weakness**

Please note that all numbers in this report have been rounded to the closest whole number.

**Engagement Drivers**

- Goal clarity
- Task satisfaction
- Employee involvement
- Teamwork
- Learning & development
- Recognition & reward
- Leadership & management
- Resources & support

**Engagement Outcomes**

- Pride in the organisation
- Commitment to long term career
- High levels of discretionary effort
- Willingness to recommend and advocate the organisation
- Care about the future of the organisation

**Results**

- Better quality products and services
- Reduced waste and costs
- Increased productivity per employee
- Increased profitability
- High levels of customer satisfaction
- Organisation strategies and plans delivered

## Why measure engagement?

Employee engagement has been proven to positively impact on organisation results, across all sectors. In particular, a high level of employee engagement has been shown to lead to improved productivity, quality and customer/patient satisfaction (and of course for commercial organisations increased profit), whilst reduced absence and lower staff turnover are amongst many of the other benefits.

Your survey has been designed to measure the extent to which your people are engaged and alongside this to measure the drivers of employee engagement (i.e. the things that when done well tend to engage employees).

Your benchmarked engagement score: 70%

Your benchmarked engagement score is the headline result for your survey and is presented as a single measure of employee engagement. For the purpose of calculating this score we only include questions where a sufficient number of comparable surveys have used the same question.

Monitor 2015 Score	Variance Arrow	Variance Actual	Benchmark Score
70%	↓↓	-6%	76%

## Scores by engagement theme

Your overall engagement score is the result of a number of factors, many of which can be directly influenced or controlled by management. These are often called engagement drivers, and are the things that when done well tend to motivate, inspire and engage employees. Your survey measured a wide range of engagement drivers and these have been grouped into themes depending upon where they appeared in your survey. These themes are often useful as the focus for action planning.

Your benchmarking results for each theme are summarised below. These scores have been calculated as the average score for all engagement driver questions within each theme. Please note that for benchmarking purposes we only include questions in this analysis where a sufficient number of comparable surveys have used the same question.

Key topics	Monitor 2015 Score	Variance Arrow	Variance Actual	Benchmark Score
Goal clarity	46%	↓↓↓	-25%	71%
Leadership	50%	↓↓↓	-8%	58%
Task satisfaction	61%	↓↓↓	-13%	74%
Employee Voice	61%	↓	-3%	64%
Collaboration	70%	↑	+3%	67%
Learning and Development	63%	▬	-2%	65%
Reward & Recognition	53%	↑↑	+22%	31%
Performance Management	62%			
Management effectiveness	70%	▬	+2%	68%
Employee support and inclusion	63%	↓↓	-6%	69%

# Headlines

## Variations against Feb 2014 full survey

<u>Greatest improvements</u>			<u>Greatest declines</u>		
Questions with the most improved % positive responses			Questions with the most decline in % positive responses		
1.	33. My team regularly looks for ways to make improvements	+31%	1.	9. The Executive Committee members live the values of this organisation	-21%
2.	36. I have access to the training and development I need to do my job well	+18%	2.	42. I am fairly rewarded for my performance for the job I do	-18%
3.	57. I have the equipment and resources I need to do my work properly	+16%	3.	10. The Executive Committee members are open and approachable	-15%

## Variations against external benchmark

<u>Greatest improvements</u>			<u>Greatest declines</u>		
Questions with the most improved % positive responses			Questions with the most decline in % positive responses		
1.	42. I am fairly rewarded for my performance for the job I do	+16%	1.	29. I am feeling positive about the transition to NHS Improvement	-44%
2.	34. There is good co-operation between the teams I work with across Monitor	+13%	2.	4. I know how well Monitor is doing against its aims and business priorities	-39%
3.	24. I feel able and confident to talk openly with senior management if the need arose	+11%	3.	27. I believe action will be taken as a result of this survey	-31%

### Top 3 results

Questions with the most positive responses

1.	68. I care about the future of the work we do	92%
2.	37. I have the knowledge and skills I need to do my job	88%
3.	54. My line manager treats me with respect	88%




















### Bottom 3 results






























Questions with the most negative responses






































1.	7. I have an understanding of how TDA and Monitor will work together to deliver the goals of NHS Improvement	65%
2.	6. I have a clear understanding of how we plan to transition to NHS Improvement	64%
3.	43. I understand how pay is set at Monitor	45%





















# Results by survey section





















This section of the report shows you the percentage favourable responses (strongly agree AND agree) to each of the survey questions, by survey section. Additionally a comparison to the last survey and to the benchmark has been provided. For an explanation of the variance arrows, please see page 2.


















Questions in the "Goal Clarity" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
1. I have a clear understanding of Monitor's mission and purpose (for 2015/16)		72%	12%	16%	 -14%	
2. I understand how the work I do helps Monitor to achieve its mission		79%	13%	9%		 -8%
3. I am clear about what I am expected to achieve in my job		74%	16%	11%	 +14%	 -11%
4. I know how well Monitor is doing against its aims and business priorities		25%	34%	41%		 -39%
5. Organisation wide communication is effective		49%	25%	26%		 -1%
6. I have a clear understanding of how we plan to transition to NHS Improvement		14%	22%	64%		
7. I have an understanding of how TDA and Monitor will work together to deliver to the goals of NHS Improvement		13%	22%	65%		
<b>Goal Clarity averages</b>		<b>46%</b>	<b>20%</b>	<b>33%</b>		 -25%















Questions in the "Leadership" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
8. The Executive Committee members provide a clear sense of purpose		35%	42%	23%		
9. The Executive Committee members live the values of this organisation		30%	48%	22%	   -21%	   -23%
10. The Executive Committee members are open and approachable		39%	35%	26%	   -15%	   -23%
11. The Executive Committee members act with integrity		49%	44%	7%		
12. My directorate management team acts with integrity		69%	22%	10%		
13. My directorate management team keeps me well informed about important matters		65%	20%	15%		  +5%
14. My directorate management team live the values of this organisation		61%	26%	13%		
15. My directorate management team help shape a culture where people are proud to work		57%	23%	20%		
<b>Leadership averages</b>		<b>50%</b>	<b>32%</b>	<b>17%</b>		  -8%

Questions in the "Task Satisfaction" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
16. I enjoy my work		78%	14%	8%	 -1%	 -1%
17. My job makes the best use of my skills and abilities		54%	18%	28%	  -9%	  -9%
18. I am proud of the work I do		75%	17%	8%		   -12%
19. I find my work challenging and rewarding		64%	21%	15%	 -1%	 -8%
20. I get a sense of achievement from my work		66%	18%	16%	 -9%	 -2%
21. The organisation's internal processes help me do my work		27%	29%	44%		
22. I have the right level of autonomy to do my job		61%	18%	21%	   -12%	   -14%
<b>Task Satisfaction averages</b>		<b>61%</b>	<b>19%</b>	<b>20%</b>	   -10%	   -13%




















Questions in the "Employee Voice" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
23. My opinion is sought on decisions that affect my work		58%	22%	20%		 -21%
24. I feel able and confident to talk openly with senior management if the need arose		74%	14%	12%		 +11%
25. If I had a concern, I know how to raise it		80%	11%	9%		 -7%
26. I am encouraged to act upon ideas for improvements		73%	16%	11%	 +13%	 +1%
27. I believe action will be taken as a result of this survey		37%	36%	27%	 -13%	 -31%
28. I feel comfortable raising and discussing any issues directly with the colleague concerned		71%	17%	11%		
29. I am feeling positive about transition to NHS Improvement		31%	48%	21%		-44%
<b>Employee Voice averages</b>		<b>61%</b>	<b>24%</b>	<b>16%</b>		 -3%























Questions in the "Collaboration" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
30. Our team has clear aims and objectives		67%	16%	17%		 -10%
31. People in my team work well together		81%	11%	9%		 -2%
32. Morale in my team is generally good		65%	15%	20%	 +5%	 +4%
33. My team regularly looks for ways to make improvements		78%	13%	8%	 +31%	
34. There is good co-operation between the teams I work with across Monitor		59%	25%	16%	 +3%	 +13%
35. In my role I can be an ambassador for the organisation		67%	22%	10%		
<b>Collaboration averages</b>		<b>70%</b>	<b>17%</b>	<b>13%</b>	 +15%	 +3%

































Questions in the "Learning and Development" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
36. I have access to the training and development I need to do my job well		64%	23%	13%	 +18%	 0%
37. I have the knowledge and skills I need to do my job		88%	10%	2%		 +1%
38. I understand the options available to me to progress my career		40%	28%	32%	 +7%	 -5%
39. My line manager is proactive in discussing my career development with me		54%	24%	22%		
40. My manager encourages me to identify my own learning and development needs		71%	17%	12%		 +6%
<b>Learning and Development averages</b>		<b>63%</b>	<b>20%</b>	<b>16%</b>		 -2%






























Questions in the "Reward and Recognition" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
41. I feel valued and recognised for the work that I do		60%	19%	20%	 -1%	 +2%
42. I am fairly rewarded for my performance for the job I do		51%	23%	25%	 -18%	 +16%
43. I understand how pay is set at Monitor		37%	18%	45%		
44. I think the total proposition that the organisation offers its employees is attractive		62%	25%	13%		
<b>Reward and Recognition averages</b>		<b>53%</b>	<b>22%</b>	<b>26%</b>		 +22%



Questions in the "Performance Management" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
45. I have goals aligned to what the organisation is trying to achieve		70%	20%	10%	  +9%	
46. I have stretching goals		64%	24%	12%		
47. I have a set of recorded goals		76%	10%	15%		
48. Following my appraisal I am clear on what I do well and where I can improve		59%	29%	12%		  +8%
49. I receive regular feedback that helps me to improve my performance		53%	26%	21%		   -10%
50. I give constructive feedback to others to help improve their performance		76%	16%	8%		
51. I understand Monitor's performance management calibration process		34%	21%	45%		
<b>Performance Management averages</b>		<b>62%</b>	<b>21%</b>	<b>18%</b>		

Questions in the "Management Effectiveness" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
52. My line manager communicates clearly what is expected of me		74%	14%	13%		 -1%
53. My line manager shows appreciation for the work I do		78%	13%	9%	 +3%	  +5%
54. My line manager treats me with respect		88%	8%	4%	 -1%	  +9%
55. My line manager gives me regular feedback alongside formal reviews, on how I am doing		60%	22%	18%	 +1%	 -3%
56. My line manager takes time to coach me and develop my skills		48%	26%	25%		 -2%
<b>Management Effectiveness averages</b>		<b>70%</b>	<b>16%</b>	<b>14%</b>	 -5%	 +2%

Questions in the "Employee Support and Inclusion" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
57. I have the equipment and resources I need to do my work properly		73%	16%	11%	  +16%	  +6%
58. I am satisfied with the overall physical environment in which I work		78%	12%	10%	  -5%	  +8%
59. I am satisfied with the support available if I experience too much stress or pressure		51%	38%	11%	  +7%	
60. Monitor treats staff in an inclusive and fair way		67%	23%	10%	 -4%	 -1%
61. I consider individual differences (e.g. cultures, backgrounds, working styles etc) in the way I work.		87%	11%	2%		
62. I see action being taken to address inappropriate behaviour		33%	39%	28%	  -7%	
63. Bullying is not tolerated at Monitor		53%	29%	17%		   -18%
<b>Employee Support and Inclusion averages</b>		<b>63%</b>	<b>24%</b>	<b>13%</b>	 +4%	  -6%

Questions in the "Engagement Index" section	Monitor Heartbeat 2015 (% of responses)				Variance of positive responses to Feb 14 full survey	Variance of positive responses to benchmark
		 Positive	 Neutral	 Negative		
64. I am proud to work for Monitor		75%	19%	5%	  -6%	 0%
65. I intend to still be working for NHS Improvement in 18 months		52%	30%	18%	  -6%	   -18%
66. Working here makes me want to do the best work I can		73%	20%	7%	 0%	 -4%
67. I would recommend this organisation as a great place to work		59%	29%	13%	   -15%	  -9%
68. I care about the future of the work we do		92%	6%	2%		 +4%
<b>Engagement Index averages</b>		<b>70%</b>	<b>21%</b>	<b>9%</b>	 -1%	  -6%

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