

Results of the Employee Engagement Survey for NHS Improvement, November 2016

Produced by People Insight in November 2016

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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).







Survey response rates

The survey was completed in November 2016 and achieved an overall response rate of 81%. 902 staff were invited to take part in the survey and 727 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

A traffic light system is used to indicate:

-  areas of **strength**
-  areas for **development**
-  areas of **weakness**
-  indicates what percentage of the total answers for this question were **positive**
-  indicates what percentage of the total answers for this question were **negative**
-  Indicates where we are unable to comment due to lack of data or to maintain confidentiality of respondents

A series of arrows are used to indicate relative performance against the Benchmark:

-  indicates a performance at least 10% better than the Benchmark average
-  indicates a performance at least 5% and less than 10% better than the Benchmark average
-  indicates a performance at least 3% and less than 5% better than the Benchmark average
-  indicates a performance within 3% of the Benchmark average
-  indicates a performance at least 3% and less than 5% worse than the Benchmark average
-  indicates a performance at least 5% and less than 10% worse than the Benchmark average
-  indicates a performance at least 10% worse than the Benchmark average

A series of datatables accompany this report outlining the results by survey section broken down by variable. As can be seen, there are variations in results across the organisation which ought to be considered as part of the interpretation and action planning process.

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

Your Engagement Score

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 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). We have analysed these below and compared your results with other organisations in our benchmarking group.

Your benchmarked engagement score: 51%

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.






Your engagement score compared with our benchmark group is shown below:

Your Score	Variance Arrow	Variance Actual	Benchmark Score
51%		-26%	77%

This is a very weak result when compared with our benchmark group.



Engagement score key questions

The questions below are used to derive your engagement score. Benchmarking results for these are also shown.	Your Score	Variance Arrow	Variance Actual	Benchmark Score
I am proud to say I work for NHS Improvement	48%		-29%	77%
I would still like to be working at NHS Improvement in two years' time	36%		-34%	70%
Working here makes me want to do the best work I can	54%		-24%	78%
If asked, I would recommend to friends and family that NHS Improvement is a good place to work	42%		-27%	69%
I care about the future of NHS Improvement	78%		-12%	90%

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.

Engagement Theme	Your Score	Variance Arrow	Variance Actual	Benchmark Score
Purpose	50%	↓↓↓	-26%	76%
Enablement	46%	↓↓↓	-18%	64%
Autonomy	52%	↓↓↓	-14%	66%
Reward	42%	↓↓↓	-12%	54%
Leadership	46%	↓↓↓	-13%	59%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 51%, which is below (-10% or more) our benchmarking norms. The questions to consider as part of action planning can include:

- Are we happy with this score? What would we like it to be in 12 months' time?
- What do the driver scores tell us in terms of why our overall engagement score is 51%?
 - What are we doing particularly well?
 - What themes are showing up as weaknesses?
 - What would we like the scores to be for each theme in 12 months' time?
 - What actions do we need to take to get there?

As you will see from the more detailed datatable analyses, results may vary quite considerably from one employee group to another, and so these questions often need to be discussed at both the overall organisation level and also further down, within individual teams and departments.

It is often useful to generate action plans at each of these levels to reflect the different priorities and needs that exist. Involving a range of staff in the action planning process often helps in ensuring not only that the right actions are taken, but also that people understand why they are being taken and are inclined to support them.

Highs and Lows

This section highlights the ten questions that received the most positive responses from respondents, and the ten questions that received the most negative responses. This may help you to identify the things that you are doing well, and should celebrate, and the things that, when compared to your other results, may need attention.

Top 10 results

Questions with the most positive responses



1.	In general, I would say my health is good	85%	7%
2.	My line manager treats me fairly and with respect	82%	6%
3.	My appetite has been normal recently	81%	9%
4.	I care about the future of NHS Improvement	78%	8%
5.	I find it easy to concentrate or focus on specific tasks	72%	11%
6.	I understand the aims of NHS Improvement	71%	16%
7.	I am satisfied with the physical environment in which I work	69%	16%
8.	I find my work interesting and challenging	67%	14%
9.	I know how the work I do helps NHS Improvement to achieve its aims	66%	18%
10.	I have the freedom I need to get on with my job	65%	19%

Bottom 10 results

Questions with the most negative responses



1.	Communications are good between different teams	18%	61%
2.	My rewards are linked to my performance and contribution	15%	60%
3.	I know how well NHS Improvement is doing against its aims	15%	56%
4.	Senior leaders provide a clear vision of the overall direction of NHS Improvement	32%	46%
5.	People communicate openly here regardless of position or level	35%	46%
6.	I believe action will be taken as a result of this survey	28%	44%
7.	I haven't felt tired or lacking in energy recently	35%	44%
8.	My career development aspirations at NHS Improvement are being met	28%	42%
9.	Senior leaders make the effort to listen to staff	33%	40%
10.	NHS Improvement ensures that all people are treated fairly and equally	32%	39%

Results by survey section

This section of the report shows you the percentage responses to each of the survey questions, by survey section. 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. The number to the left of each question represents the number of respondents answering that question.

Purpose

A Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	I understand the aims of NHS Improvement	14%	58%	13%	14%	2%
727	I know how the work I do helps NHS Improvement to achieve its aims	16%	50%	16%	14%	4%
727	NHS Improvement is committed to doing high quality work	13%	51%	23%	9%	4%
R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	I know how well NHS Improvement is doing against its aims	2%	13%	29%	41%	15%
727	NHS Improvement ensures that all people are treated fairly and equally	5%	27%	30%	26%	13%
727	The purpose of NHS Improvement makes me feel good about my work	11%	43%	27%	14%	6%
R Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4362) to all questions (6) in the Section)		10%	40%	23%	20%	7%

Enablement

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	Areas for development					
727	I am satisfied with the physical environment in which I work	13%	56%	15%	13%	3%
R	Weaknesses					
727	I can get the training and development I need to do my job	7%	36%	28%	21%	7%
727	I have the equipment and resources I need to do my work properly	9%	46%	17%	19%	9%
727	People communicate openly here regardless of position or level	7%	28%	19%	28%	18%
727	Communications are good between different teams	2%	16%	20%	39%	23%
727	People help and support each other here	9%	45%	28%	13%	6%
R	Section Average					
	(% based on all replies (4362) to all questions (6) in the Section)	8%	38%	21%	22%	11%

Autonomy

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	Areas for development					
727	I have the freedom I need to get on with my job	14%	51%	16%	12%	8%
727	I am able to strike the right balance between my work and home life	14%	47%	17%	15%	7%
R	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	My opinion is sought on decisions that affect my work	9%	39%	20%	22%	9%
727	My job makes the best use of the skills and abilities that I have	8%	36%	18%	24%	14%
727	I can comfortably cope with my workload	8%	43%	22%	22%	6%
727	NHS Improvement does enough to support my health and wellbeing at work	5%	36%	35%	16%	9%
R	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (4362) to all questions (6) in the Section)	10%	42%	21%	18%	9%

Reward

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	Areas for development					
727	I find my work interesting and challenging	16%	50%	19%	9%	6%
R	Weaknesses					
727	I feel valued and recognised for the work that I do	8%	39%	23%	20%	11%
727	In the last week, I have received thanks or praise for doing good work	14%	40%	14%	20%	12%
727	My rewards are linked to my performance and contribution	2%	13%	25%	33%	27%
727	I have the right opportunities to learn and grow at work	8%	33%	28%	21%	10%
727	My career development aspirations at NHS Improvement are being met	5%	23%	30%	23%	20%

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
R	Section Average					
	(% based on all replies (4362) to all questions (6) in the Section)	9%	33%	23%	21%	14%

Leadership

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
727	My line manager treats me fairly and with respect	41%	41%	12%	3%	3%
R	Weaknesses					
727	Senior leaders provide a clear vision of the overall direction of NHS Improvement	5%	27%	21%	28%	19%
727	Senior leaders make the effort to listen to staff	6%	28%	27%	25%	15%
727	I believe action will be taken as a result of this survey	5%	23%	28%	26%	18%
727	My line manager takes time to coach me and develop my skills	17%	32%	24%	18%	9%
727	My line manager gives me regular feedback on how I am doing	18%	35%	22%	18%	8%
R	Section Average					
	(% based on all replies (4362) to all questions (6) in the Section)	15%	31%	23%	19%	12%

Overall experience

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
727	I care about the future of NHS Improvement	26%	52%	14%	4%	4%
R	Weaknesses					
727	I am proud to say I work for NHS Improvement	11%	37%	32%	14%	6%
727	I would still like to be working at NHS Improvement in two years' time	9%	27%	30%	20%	15%
727	Working here makes me want to do the best work I can	12%	42%	28%	12%	6%
727	If asked, I would recommend to friends and family that NHS Improvement is a good place to work	8%	34%	30%	20%	8%
R	Section Average					
	(% based on all replies (3635) to all questions (5) in the Section)	13%	38%	27%	14%	8%

Health and well being

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	In general, I would say my health is good	25%	59%	9%	6%	1%
727	I find it easy to concentrate or focus on specific tasks	10%	61%	17%	10%	2%
727	My appetite has been normal recently	18%	63%	11%	7%	2%

A Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	I can relax or calm down quickly after a difficult situation	9%	52%	21%	16%	2%
727	I don't get any more upset about things than I used to	12%	53%	19%	13%	3%
727	I find it easy to get motivated about things	13%	44%	24%	14%	5%

R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
727	I don't often feel stressed out or tense	6%	37%	22%	29%	6%
727	I don't have any difficulty sleeping	12%	43%	17%	23%	5%
727	I don't spend a lot of time worrying about things that have happened	7%	37%	26%	25%	4%
727	I enjoy things as much as I used to	9%	40%	23%	20%	8%
727	I haven't felt tired or lacking in energy recently	7%	28%	21%	31%	12%

A Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (7997) to all questions (11) in the Section)		12%	47%	19%	18%	4%

Breakdown of survey respondents

Contract type	Total
Fixed Term	41
Permanent	672
Temporary	14
Total	727
Directorate	Total
Corporate Affairs	66
HSIB	0
Improvement	52
London Region	43
Medical	52
Midlands & East Region	54
North Region	43
Nursing	18
Operational Productivity	5
Regulation	128
Resources	180
South Region	48
Strategy	38
Total	727
Team	Total
Advancing Change and Transformation Academy	7
Business and Finance	2
Business and Operations	5
Business and Support Function	16
Business Management	4
Chief Operating Officer's Team	29
Clinical Productivity	2
Competition	22
Delivery and Improvement Team	124
Economics	20
Elective Care Improvement	9




Emergency Care Improvement	16
Executive Director	1
Finance	1
Finance Team	2
Head of Office Team	5
Healthcare Safety Investigation Branch	0
Human Resources	15
Implementation and Engagement	0
Improvement (Team)	7
Information & Analytics	24
Internal Finance	8
Investigations and Interventions	6
Leadership and Quality Improvement	13
Legal	21
MED Improvement Director	6
Mental Health	2
NED Appointments	8
Nursing and Medical Team	6
Operations	21
Operations Team	9
Organisational Effectiveness	10
Operational Productivity (Team)	3
Patient Safety	37
Policy	17
Pricing	50
Private Office	4
Professional Leadership	6
Programme Team	2
Provider Finance	49
Quality Insight	3
Senior Team	3
Strategic Comms	27
Technology & Data	40
Transactions & Sustainable Solutions	63

Trust Resourcing	2
Total	727
Length of service	Total
Less than 1 year	96
1 to 3 years	240
3 to 5 years	110
5 to 10 years	86
10 plus years	195
Total	727
Gender	Total
Male	317
Female	410
Total	727
TDA / Monitor	Total
Monitor	409
TDA	318
Total	727
Ethnicity	Total
Any other Mixed/Ethnic background	18
Asian or Asian British-Any other Asian background	15
Asian or Asian British - Chinese	11
Asian or Asian British - Indian	47
Asian or Asian British - Pakistani	8
Black or Black British - African	19
Black or Black British - Caribbean	6
Irish	16
Not Stated	80
White - Any other White background	60
White British	447
Total	727
Grade	Total
Group 1	226

Group 2	265
Group 3	81
Group 4	51
Group 5	44
MED	1
VSM	59
Total	727
Location	Total
Birmingham	20
Chester	0
Chippenham	0
Coventry	3
Darlington	1
Default Home	21
Derby	22
Fulbourn	7
Gloucester	1
Horley	1
Leeds	27
Leicester	3
Manchester	16
Newcastle Upon Tyne	8
Rotherham	1
Shrewsbury	0
Skipton House London	57
Stockport	1
Sunderland	0
Taunton	66
Tonbridge	1
Wellington House London	471
Total	727

Traffic light system - explanation

Throughout our reports, a traffic light system is used to indicate:

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

The traffic lights are calculated by an algorithm that takes into account all responses to each question, and performs the following functions:

- Reviews the percentage of respondents that 'neither agree nor disagree' with a given question (where this option exists)
- Then reviews the ratio of respondents that agree/disagree with the question
- Then applies a traffic light based on a stepped scale. Within this scale, the higher the percentage of respondents that 'neither agree nor disagree' with a question the higher the ratio of respondents agreeing/disagreeing needs to be to move the result from a red, to an amber, to a green.
- Where the option 'neither agree nor disagree' is not present, the algorithm reviews the ratio of agree/disagree responses, and again uses a stepped scale to determine whether to apply a red, amber or green traffic light.