HSCIC Staff Survey March/April 2014

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Background

1. The HSCIC has committed to seek regular, structured feedback from staff through a biannual staff survey focusing on staff engagement and organisational health indicators. Staff also have an opportunity to add free-text comments about what works well in their directorate and what would make it a great place to work.

2. The first survey ran in July and August 2013 and achieved what is generally considered to be a very high response rate for surveys of this nature of 67% of 1971 staff.

Purpose

3. The purpose of this paper is to set out a high level summary of the response to the second staff survey and to outline the actions arising from the results. This is provided for information to the Board.

Staff survey approach

4. The staff survey is undertaken and analysed by a third party organisation (the Picker Institute) on behalf of the HSCIC to ensure that the results and free-text comments are confidential and non-attributable to individual staff members.

5. The first survey provided a benchmark against which future results can be measured to demonstrate the impact of actions taken to address issues identified by the survey. A corporate plan was put into place to address global issues, such as communication, and this was supported by directorate-specific plans in response to a more detailed breakdown of the results.

6. The second survey ran during late March and early April and the response rate remained at 67%, although the number of staff had increased to 2148.

7. Staff were asked to respond to the same two sets of statements, to maintain the ability to benchmark changes in outcomes:

   - Standard employee engagement statements (e.g. 'I would recommend the HSCIC as a place to work') which use the same methodology as the NHS employee engagement survey and are consistent with surveys in some of the HSCIC legacy organisations.

   - A number of supplementary statements which were designed to provide greater insight into our organisational health.

8. The response to each statement scores from 1, where the respondent strongly disagrees with the statement, to 5, where the respondent strongly agrees with the statement. The total score in response to each statement is divided by the number of respondents to arrive at an overall score. This is not a percentage score; a RAG status is set on the basis of Green for scores of 70 or over, Amber for scores between 65 and 69 and Red for scores below 65. Scores are reported to the nearest whole number.

9. Staff were, again, also invited to offer free-text comments on two further questions:

   - What works well in your directorate?

   - What one thing would make your directorate a great place to work?

April 2014 Results

10. The high level results from the first HSCIC staff survey are included in Appendices A and B. The organisation-wide results from the previous survey are included for comparison. In broad terms, the results are very similar.

11. Of the 9 staff engagement scores, 5 have dropped by 1 point, 3 remain unchanged and 1 has improved by 1 point. The overall score remains unchanged, however, at 72 due to a combination of the increased number of respondents and the rounding up of scores.

12. Of the 12 organisational health scores, 4 have dropped by 1 point, 3 remain unchanged and 5 have increased by between 1 and 4 points. We have, for the first time, applied the criteria used to determine the RAG rating for staff engagement scores to provide a rating for the organisational health scores.

13. Whilst the drop in some scores is disappointing, it is not entirely unexpected in a period of change and this is reflected in lower scores in those areas undergoing the most significant change. The improvements in several organisational health results suggest that the transformation programme is beginning to deliver results in terms of strategy and performance management.

14. Further analysis has been undertaken to provide results across a number of equality strands, including age, gender, ethnicity, grade and location and these have been incorporated into an organisation-wide report that has been published on the intranet.

Summary of key findings

15. The full report includes a foreword from the Chief Executive that highlights some of the key issues, the results by directorate, the free text comments and a corporate response to the survey. The response sets out actions that are already in progress, or planned, to address the organisational issues.

16. Several positive themes emerged from the survey, demonstrating in particular a strong sense of team work and mutual support across the organisation. There is confidence in the knowledge and skills of our staff and many respondents identified a clear focus on delivery.

17. There was an acknowledgment that things had improved in a number of areas but there is still scope for further improvement. Examples include communication, use of KPIs and performance management, awareness of our strategy and addressing silo working.

18. Priorities for action include addressing issues around capacity and demand, and improving our internal processes.

19. Detailed action plans to address the issues identified by the results and the free text comments are now being produced within directorates and progress against the plans will be included in KPI reports from the end of June 2014.

Appendix A: Staff Survey Results April 2014 – Engagement

Directorate		HSCIC Average		Data and Information Services		Finance and Corporate Services		HR and Transformation / Clinical		LSP Delivery		Operations and Technical Services		Programme Delivery	
Survey Date		09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14
Staff Engagement Score		72	**72**	75	**73**	69	**72**	77	**76**	66	**65**	74	**73**	71	**71**
Care of customers/end-users is the HSCIC's top priority.	Advocacy	71	**70**	72	**69**	68	**69**	77	**74**	67	**64**	76	**74**	68	**67**
I would recommend the HSCIC as a place to work.	Advocacy	70	**69**	76	**72**	65	**69**	75	**75**	60	**58**	73	**72**	67	**64**
I would recommend the products and services provided by the HSCIC confident in the standard of service that we provide.	Advocacy	74	**73**	77	**73**	71	**73**	76	**74**	68	**68**	77	**75**	74	**69**
I am able to make suggestions to improve the work of my team / department.	Involvement	77	**77**	80	**79**	73	**77**	85	**81**	72	**71**	78	**76**	73	**76**
There are frequent opportunities for me to show initiative in my role.	Involvement	73	**74**	76	**75**	70	**75**	78	**80**	67	**68**	73	**73**	71	**74**
I am able to make improvements happen in my area of work.	Involvement	72	**72**	75	**73**	69	**73**	74	**79**	66	**65**	73	**72**	71	**71**
I look forward to going to work.	Motivation	67	**66**	68	**67**	63	**65**	69	**67**	62	**61**	69	**66**	68	**67**
I am enthusiastic about my job.	Motivation	72	**71**	74	**72**	69	**72**	75	**74**	65	**65**	74	**71**	75	**73**
Time passes quickly when I am working.	Motivation	74	**74**	74	**73**	75	**77**	80	**82**	68	**69**	74	**74**	74	**77**

Appendix B: Staff Survey Results April 2014 – Organisation health indicators

Directorate	HSCIC Average		Data and Information Services		Finance and Corporate Services		HR and Transformation / Clinical		LSP Delivery		Operations and Technical Services		Programme Delivery	
Survey Date	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14	09/13	05/14
Organisation Health Score	67	68	69	67	65	68	71	76	62	66	68	68	67	67
Generally, I know who the customers of the HSCIC are.	73	73	75	73	67	73	69	75	69	74	74	74	76	72
I have a clear understanding of the needs of my customers.	77	76	78	77	71	73	82	82	73	78	80	76	79	76
The HSCIC has a clearly articulated strategy for its future.	55	59	58	57	51	62	60	71	49	61	57	62	54	54
I can see how my work objectives contribute to the HSCIC achieving its stated purpose.	64	65	68	64	60	68	74	79	55	63	64	67	63	63
I have the right knowledge and skills to perform well in my role.	79	78	81	78	78	75	82	85	78	77	78	78	77	79
I am clear about the knowledge and skills that I need to progress within the organisation.	65	64	69	65	64	65	71	72	60	59	65	65	64	63
I have the opportunity to engage in organisational change initiatives.	60	63	60	61	63	67	85	77	62	64	59	64	56	61
Overall, I feel that my contribution is valued.	65	65	69	64	64	68	72	75	58	59	66	66	63	64
I have challenging work objectives.	72	73	74	72	72	72	74	79	63	69	73	73	74	74
My work area differentiates between good and average performance.	61	60	63	60	60	61	62	66	59	59	59	58	61	62
My work area monitors its performance using KPIs or metrics.	60	64	64	63	60	65	52	77	52	58	63	64	59	62
My work area performs well against its KPIs/targets.	72	72	73	71	69	69	63	73	70	68	74	74	72	74