

To: The Board

For meeting on: 28 May 2014

Agenda item: 11

Report by: Eilean Cunningham, HR Programme Lead, Organisation Transformation

Report for: Discussion

TITLE: Employee Survey – update on findings and proposed response

Summary:

This paper provides the Board with information about the key findings of Monitor 2014 employee survey report, management's proposed response and progress to date on related actions.

Recommendations:

The Board is asked to note the ongoing range of organisational and directorate initiatives designed to enhance engagement levels across Monitor.

Public Sector Equality Duty:

Monitor has a duty under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people from different groups. In relation to the issues set out in this paper, consideration has been given to the impact that the recommendations might have on these requirements and on the nine protected groups identified by the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, gender and sexual orientation).

It is anticipated that the recommendations of this paper are not likely to have any particular impact upon the requirements of or the protected groups identified by the Equality Act.

Exempt information:

None of this report is exempt under the Freedom of Information Act 2000.

Background

1. Monitor conducted a full employee survey in February 2014 and achieved a 71% response rate. The survey results were reviewed by the Executive Committee on 18 March 2014 and both the headlines and full survey results were shared with all staff on 4 April 2014 by email and at the monthly all staff briefing.
2. **Key headlines** - the results were extremely positive in a number of areas with 81% of staff saying they were proud to work for the organisation. Scores were good in recommending Monitor as a great place to work (74%), feeling safe to speak up and question the way things are done (69%), and confidence in the leadership (67%). All of these were at least 16% above benchmark comparisons (comparable sized organisations in the public and private sector). Monitor people also enjoy their jobs, are clear on what they need to do, and feel they are kept informed. Staff were also positive about the changes introduced by the leadership.
3. **Emerging themes** – the Executive Committee agreed to focus on three organisational themes to ensure even higher levels of engagement: alignment of day-to-day working with Monitor's new strategy; driving greater cross-team working; and enhanced performance management and development.

Taking Action update

4. Staff opinion is divided on the extent to which individuals believe Monitor will act on all the findings identified in the survey. The Executive Committee is determined to overcome any perception of complacency and has made a firm commitment to obtain regular staff feedback and respond to it positively. In particular, Executive Committee members have agreed to: review directorate progress against their proposed action plans each quarter (first due early July); conduct a short 'pulse' survey in late September to gauge organisational progress against survey actions; and run a full survey annually each February.
5. **Organisational areas of focus** – progress has already been made in response to the three priority areas of focus:
 - a. **Strategy alignment** - the corporate strategy was launched last month and shared with staff through multifarious communication channels. Directorates, in turn, are cascading their strategic priorities with staff and an improved emphasis on goal setting will ensure better alignment of day-to-day working with our strategy. There has been and continues to be a series of initiatives to help embed Monitor's refreshed values.
 - b. **Cross-team working** – all directorates are focusing more on shared activities (such as the Co-operation and Competition/Provider Appraisal directorates' buddy programme, Monitor Talks and quality workshops with clinical associates and patients to bring quality governance to life) and developing greater interaction between directorates.
 - c. **Performance management and development** – the core learning programme has been refreshed, a new training calendar has been launched, comprising 13 learning courses offering around 400 training places and 17 Welcome Programmes for over 200 new starts, and the learning and development and performance management zones on Connect2 have been refreshed, with new guidelines and updated policies to encourage more on-line, self-help interaction. In addition, a series of line manager forums and clinics on performance

management related topics and work has been undertaken to raise awareness through targeted intranet campaigns.

6. **Directorates' initiatives** - over the last 6 weeks, directorate activity has centred around:

- a. Openness and involvement – directorates have shared their results (good and bad) with their teams and conducted forums, away days and active listening sessions, involving employees in interpreting results.
- b. Developing realistic, targeted local action plans focusing on a few key areas, designed to improve engagement levels. Directorate priority areas of focus include better integration and working together, more effective team meetings and internal communications, focused topics for learning/functional training and more insights from the front line (for example, versions of Monitor Talks).

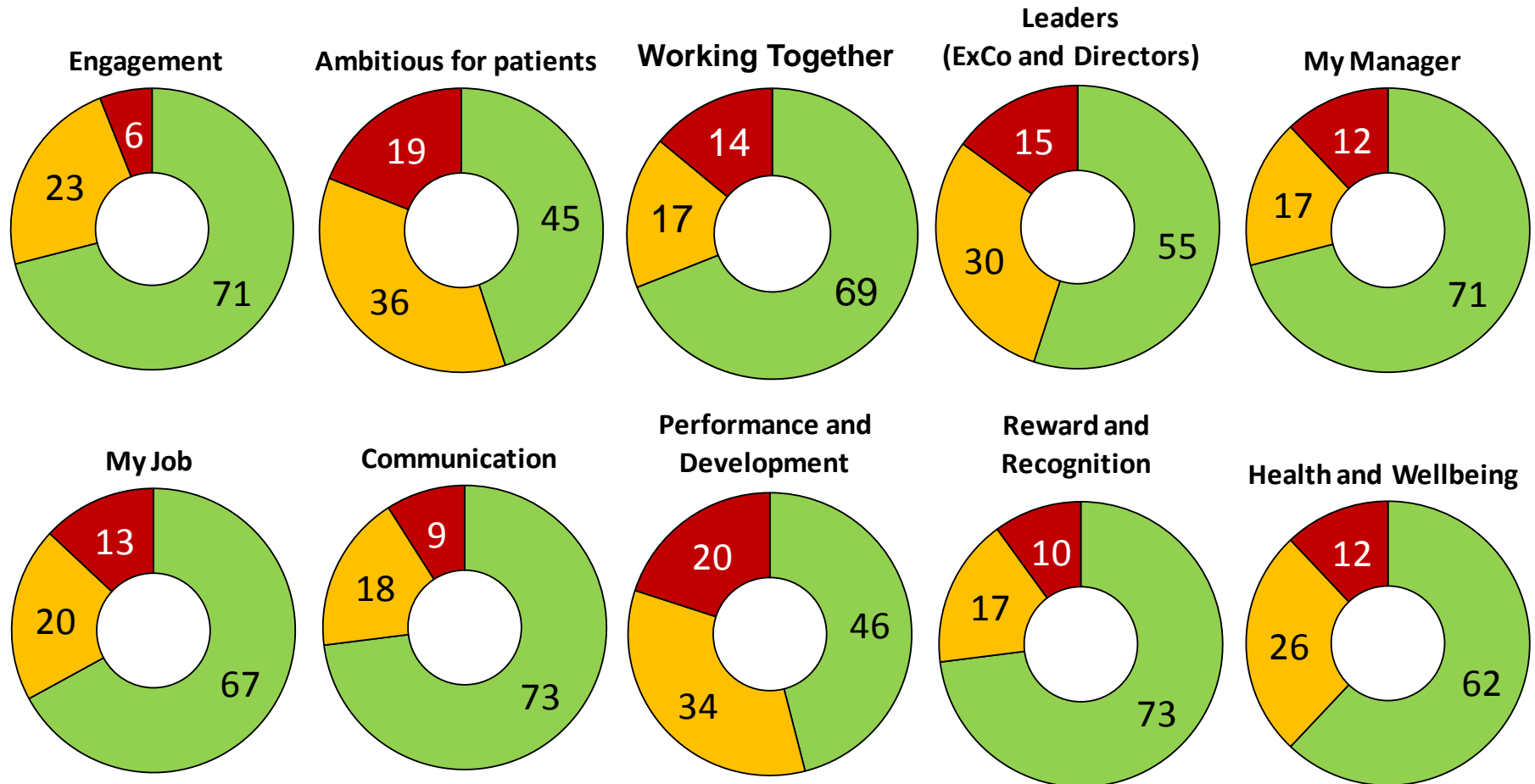
7. **Next Steps** – it is intended to provide regular quarterly updates on engagement activity to the Board, the Executive Committee and staff.

Eilean Cunningham
HR Programme Lead, Organisation Transformation

Monitor staff survey 2014



Monitor Overall Results – Theme Headlines (71% Response Rate)



The Employee Experience at Monitor

1. Basics for engagement are in place!

People feel relatively well paid, enjoy their jobs, are clear on what they need to do and are kept informed. **BUT...** comparisons to other organisations suggest staff could be **further challenged**, have **measureable objectives** and **job role clarity** could be improved

2. Staff do feel involved...
Freedom to speak up and challenge, being **listened to** and **2 way communication** are strong

3. Managers are **open and honest** and held in **high regard**. However managers have a key role to play in ensuring staff understand how their work links to Monitor's strategic priorities

4. And they could be doing more to develop & support their people...

Staff generally do not believe there are **opportunities to develop and progress**, or that **performance appraisals** are effective or equitable



7. **Ambitious for patients ... and action** - More could be done to ensure staff understand the part they have to play in **making a difference for patients**. Staff need to also see a **real commitment to act on the survey feedback**.

6. Overall there is confidence in leadership in **Monitor** and their **management of change**. However, staff feel **leaders could be more visible** and do more to **demonstrate the values**.

5. **Team spirit exists**
BUT cross team working needs attention

Alignment with Strategy & Values

We need a better understanding and appreciation across Monitor of the individual purpose and activities of each directorate

We don't have a corporate strategy so how can I be expected to have a view

Keep developing the tangible examples of the ways in which we can make a difference for patients – it makes our jobs more meaningful

We should be articulating (not just in comms) how we benefit patients rather than just saying we do

I don't really have any awareness of how other directorates are contributing to strategy and how we all fit together as a single organisation

Cross team/Collaborative working

Encourage more cross departmental communication and secondment opportunities, to share learning across the organisation

Reduce silo working between directorates

We need positive action to promote better understandings of other teams

Much more collaborative working both within teams and between teams

We need support in engaging with external partners, such as creating dedicated points of contact...

Performance Management

We need much better and regular feedback from managers

It feels to me that management is seen as an adjunct to managers day jobs, rather than an integral part of their role

Managers could do more to work out how they can manage differently to get the best from their staff

We need clear guidance on career development within Monitor including expectations for promotions and potential career paths

There's a lack of role specific development

Taking Results to Action

Next Steps

