

Finance and Resources Committee 24 November 2011

HPC Employee Survey

Executive summary

Introduction

The HR department conducted an attitude survey amongst HPC employees in July 2011. Feedback from the survey was communicated to the Executive Management Team and to all employees in September by means of the attached report, and in departmental team meetings.

Action arising from the findings of the survey is already in progress. Employee well-being initiatives such as flu jabs, individual health checks and smoking cessation seminars have been arranged. Work in the other areas identified in the report for further consideration such as communications will be incorporated into the relevant departmental work-plans.

Decision

The Committee is asked to note the survey report. No decision is required.

Background information

None

Resource implications

None

Financial implications

None

Appendices

None

Date of paper

11 November 2011

HPC Employee Survey Report 2011

1.0 Introduction

The aim of the employee survey is to capture employees' thoughts about their employment experience at the HPC, including their perceptions of benefits and internal communications.

The overall results of the survey are positive and show that in the majority of areas employees value the HPC as a good employer. In a few areas results and comments suggest that improvements should be considered, and these are identified and addressed in the report.

2.0 Response Rate & Department

There are two response rates to report because some employees answered some but not all of the questions, or started but did not finish the full survey.

- | | |
|----------------------------|--|
| a. Answered some questions | 126 employees (86.3% of HPC employees) |
| b. Answered all questions | 107 employees (73.3% of HPC employees) |

Both response rates compare well to the normal range expected for employee surveys of around 50 – 75% of the workforce*, and to the response rate for the 2008 HPC survey of 80%. It would, of course, be preferable for all participants to complete the full survey and in future years we will identify a means to encourage this.

The largest response was from the Fitness to Practise department, which made up 34.1% of all respondents, followed by Registration at 18.3%, Education at 9.5% and Communications at 7.9%.

All response rates by department are illustrated in figure 1 on page 3 of this report.

In addition to this main survey report, Directors have been provided with a breakdown of results and comments for respondents within their departments, which will be discussed, where appropriate, at departmental team meetings. In general satisfaction levels and views within the various departments were very similar to those reported for the organisation as a whole.

*IRS Employment Review 21-05-2007, Running Effective Surveys

3.0 Executive Summary

Strengths

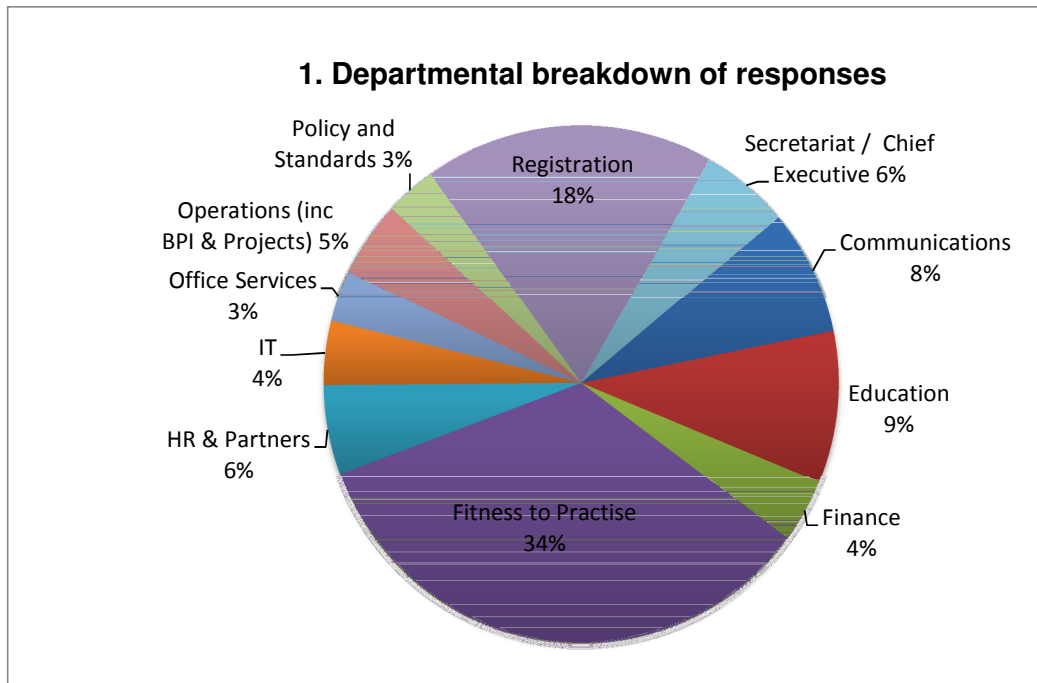
- Overall employees attitudes towards the working environment and culture at the HPC are very positive
- Levels of satisfaction with relationships with colleagues and managers are particularly high (86% and 76% respectively)
- Levels of satisfaction with work/life balance and job content are high
- The HPC's annual leave entitlements and discretionary leave days are a highly valued and appreciated part of employment at the HPC
- There are high levels of understanding of, and identification with, the HPC's mission and purpose
- There are high levels of satisfaction with internal communications

Areas for further consideration

- The most frequently requested benefits concerned health care, so consideration will be given to introducing health check sessions for employees
- The most frequently mentioned improvement was more flexible working, so employees will be reminded that the HPC operates a wide ranging flexible working policy
- The HPC will aim to improve satisfaction with training and career development opportunities, and will continue to focus on this area
- We would like more employees to feel that their work and contributions are valued, so further ways in which employees' contributions can be recognised will be explored
- Communications channels will be further developed, including communications with senior managers, the intranet and HPC Update
- We will continue to monitor Internal promotion and recruitment processes

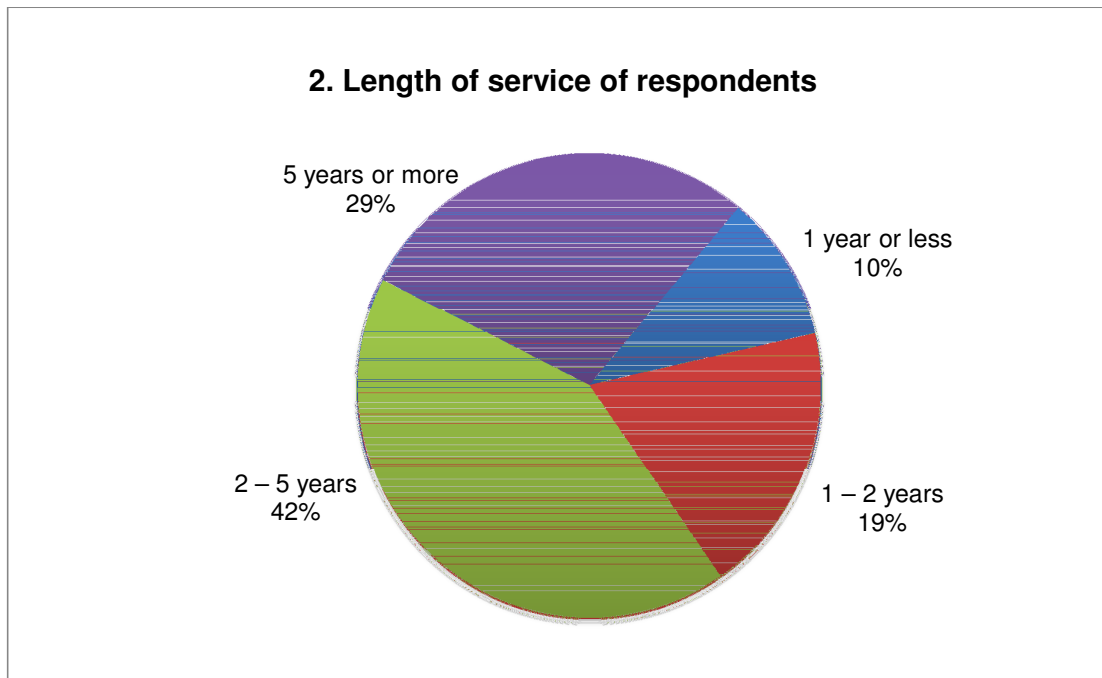
4.0 Questions and answers

1. Which department do you work in?



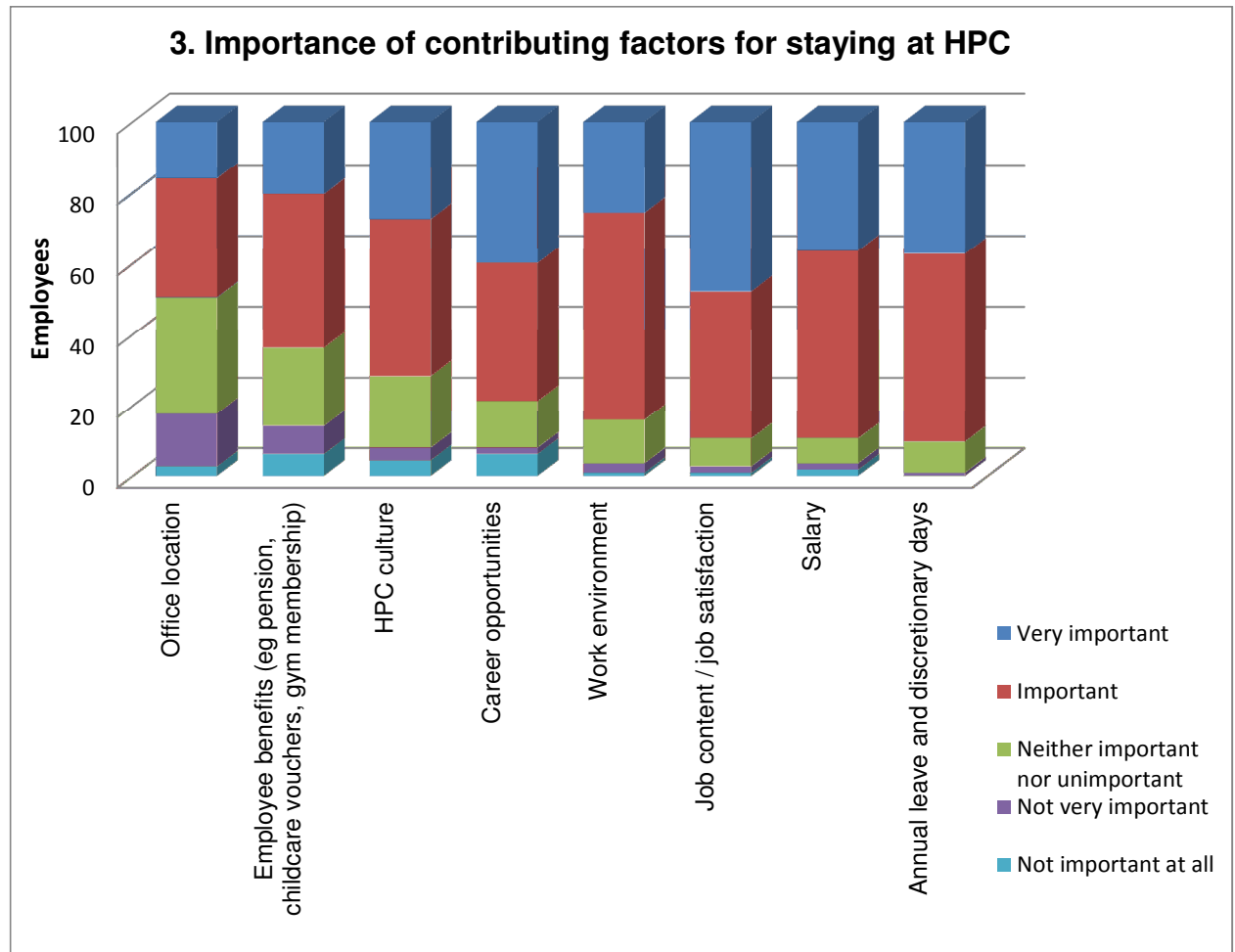
2. How long have you worked at the HPC?

- The organisation has a significant employee contingent with long service; 71% of employees have been employed for more than two years:



Personal Experience

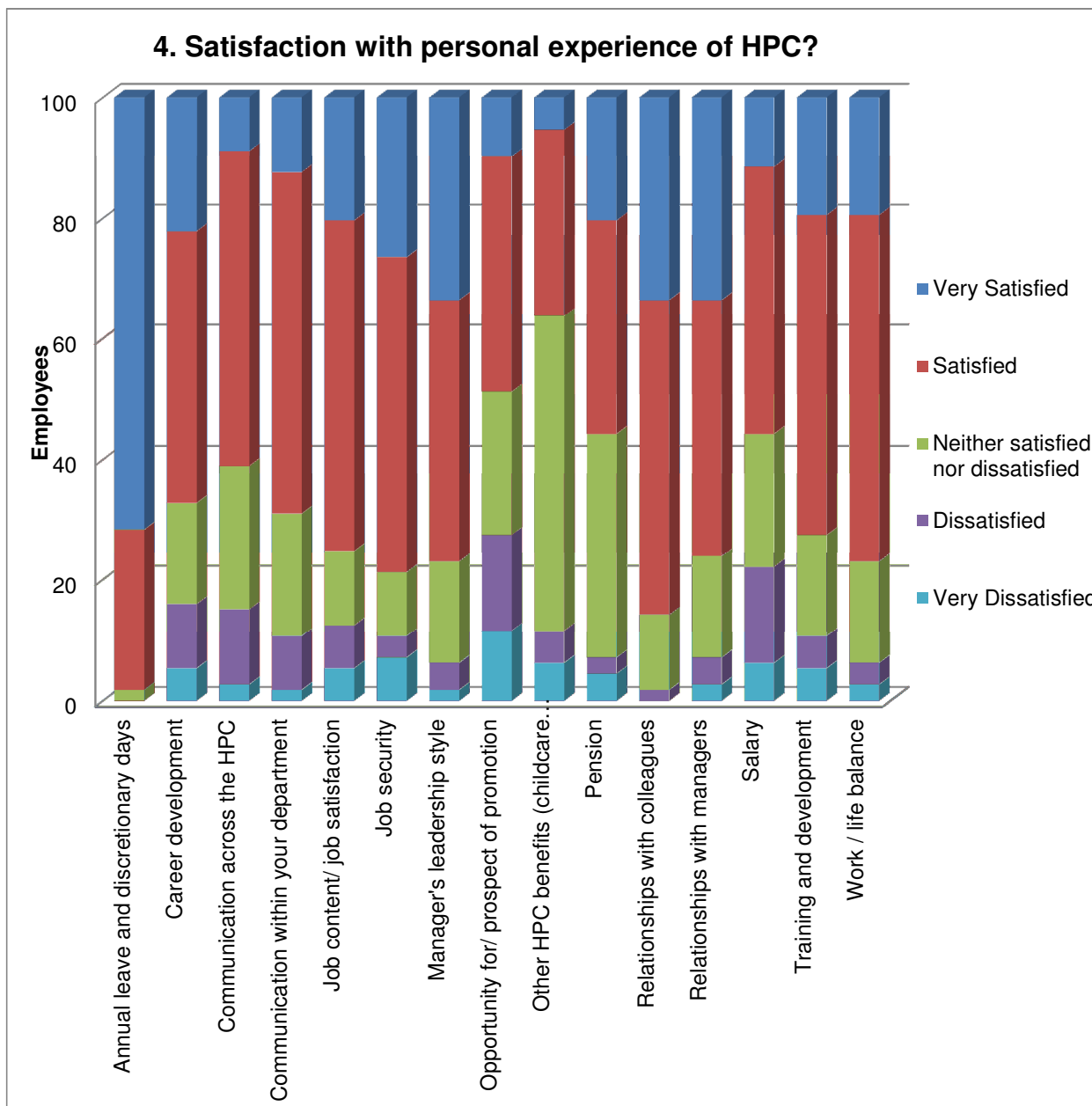
3. Please rate the importance of these contributing factors as to why you have continued your career at the HPC.



- The majority of employees rated all of these contributing factors as either 'important' or very important', with scores as follows:

Contributing factors	Score
Annual leave and discretionary days	90%
Salary	89%
Job content / job satisfaction	89%
Work environment	84%
Career opportunities	79%
HPC culture	72%
Employee benefits (e.g. pension, childcare vouchers, gym membership)	64%
Office location	50%

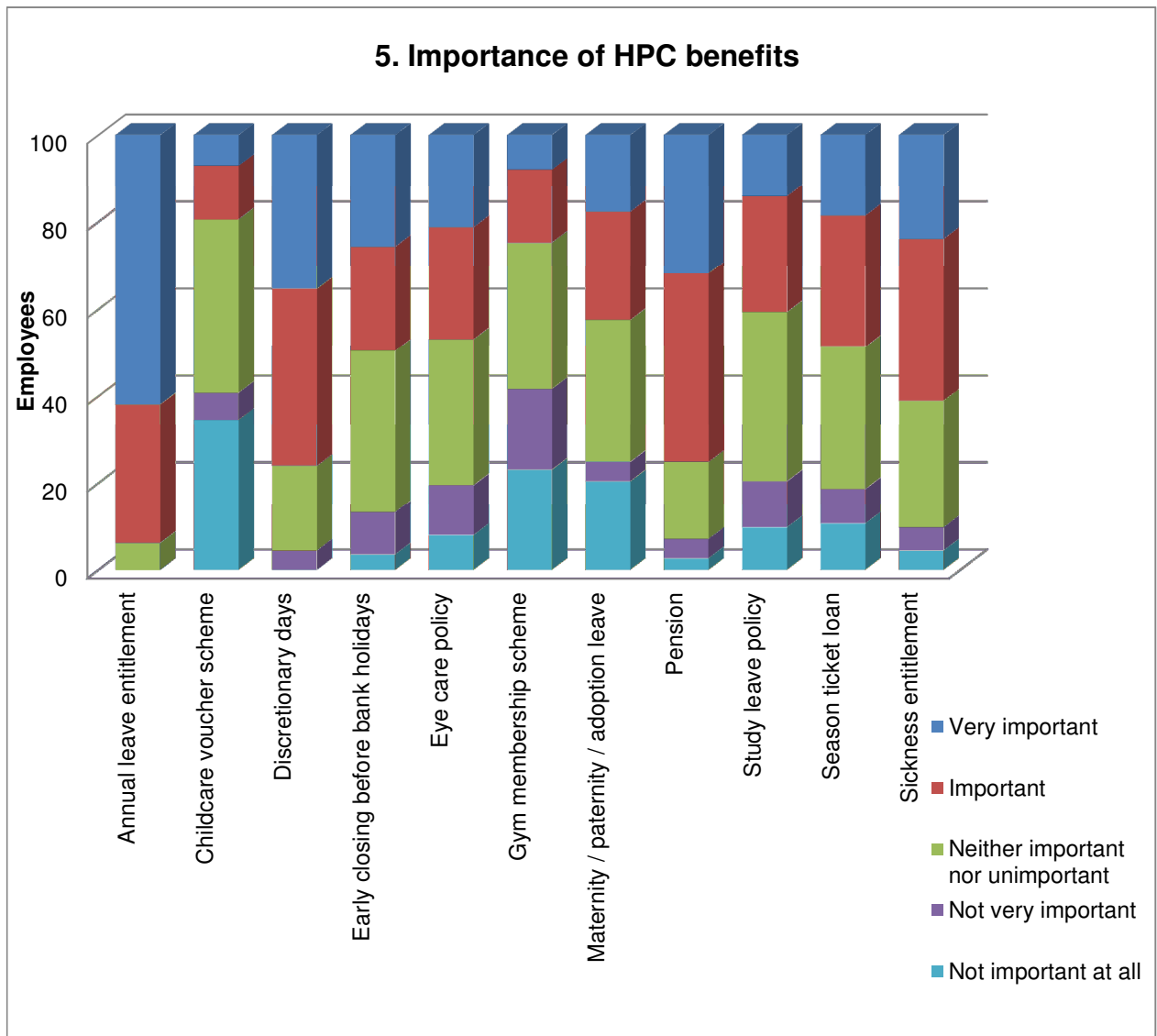
4. How would you rate your satisfaction with the following categories, in your personal experience with the HPC?



Employees' satisfaction with various areas of their experience of the HPC was very positive. The highest score was for annual leave and discretionary days, which 98% of respondents scored as either 'satisfied' or 'very satisfied'. Other areas which over 75% of respondents scored as either 'satisfied' or 'very satisfied' were:

Categories	Score
Relationship with colleagues	86%
Job security	79%
Manager's leadership style	77%
Work/ life balance	77%
Relationship with managers	76%
Job content/ job satisfaction	75%

5. Please rate the importance to you of the following HPC benefits



- The most important HPC benefits rated as either 'important' or 'very important' by respondents, were:

Benefit	Score
Annual Leave Entitlement	94%
Discretionary Days	76%
Pension	75%

- The least important benefits rated as 'not very important' or 'not important at all' by respondents, were:

Benefit	Score
Childcare voucher scheme	41%
Gym membership scheme	42%

6. Do you have any comments about current HPC benefits, or do you have any suggestions for benefits you would like to see introduced in the future?

38% of respondents to this question suggested some form of healthcare benefit.

Suggestion	Number of mentions
Health/ dental	15
Childcare allowance/ crèche	2
Flexible working hours	3
Cycle scheme	2
Increased training and development opportunities	2
Better gym/ wellbeing benefits	2
Canteen/ shower facilities	2
Increased pension contribution	2
Flexible benefits	1
Union recognition	1
Referral scheme	1
Better redundancy policy	1
Web mail/ less restriction on remote working	1
Automatic inflationary pay increase	1
Home PC purchase scheme	1
Long service awards/ recognition	1
Performance related pay	1

7. What one change would improve your working life experience at the HPC?

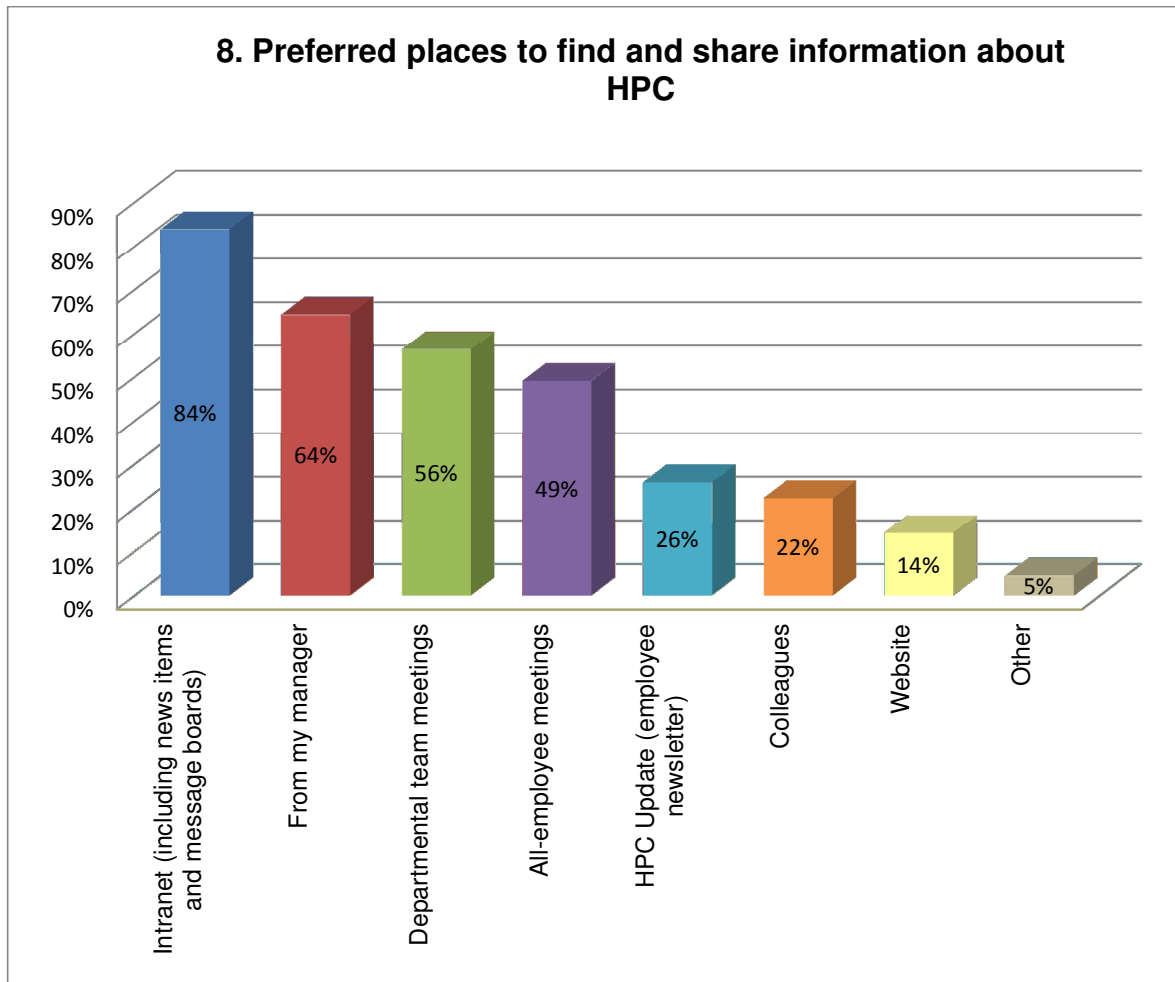
The most commonly mentioned answer was flexible hours/ flexible working/ flexitime, which was mentioned by 30% of the 46 respondents to this question.

Comments	Number of mentions
Flexitime/ flexible hours	14
More office space	4
Cafeteria	3
More working from home	3
Showers/ changing facilities	3
Pay increase	3
Overtime	2
Cross department communication	2
Better communication and coaching from manager	1
More focused training	1
Positive communication about the health professions we regulate	1
New software	1
More defined job role	1
Job security	1
Career enhancement	1
More flexibility on attending events	1

Communications

8. Where would you prefer to find and share information about what is happening at the HPC?

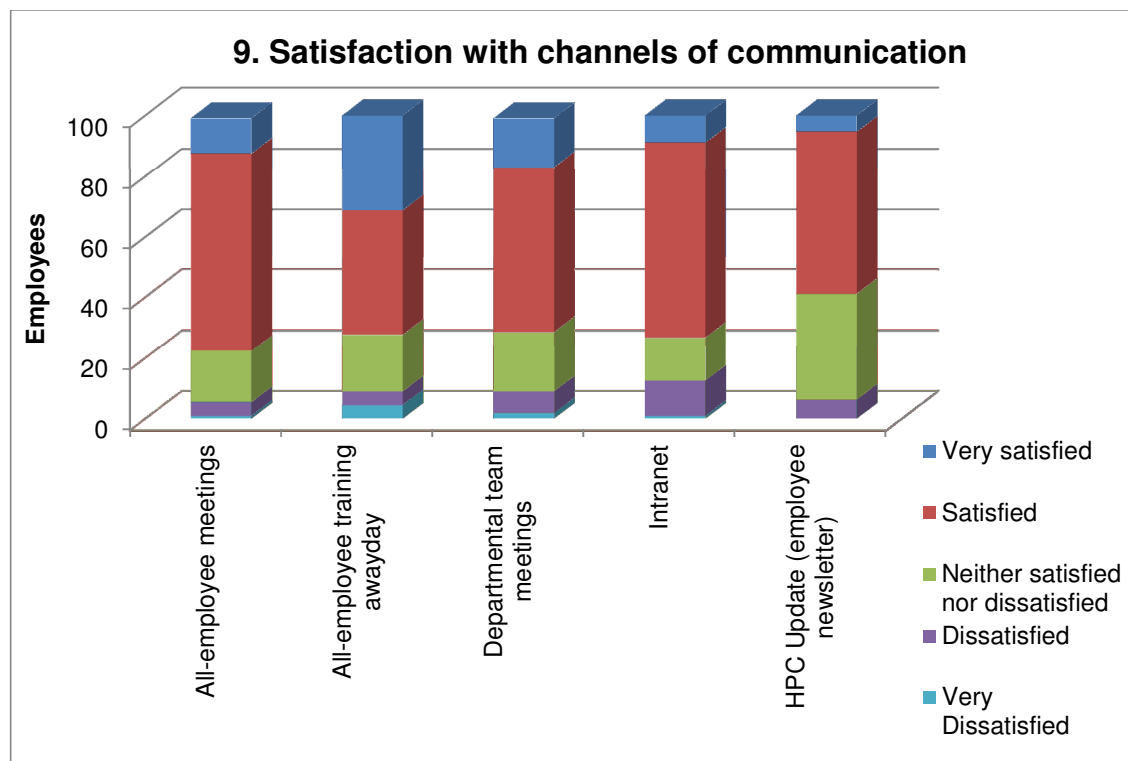
84% of respondents stated that their most preferred method of finding and sharing information about the HPC is the intranet. This was followed by 'from my manager' at 64%, 'departmental team meetings' at 56% and all employee meetings at 49%.



(Note - respondents could choose more than one answer).

9. How would you rate your current satisfaction with the following?

Employee satisfaction with the various channels of internal communication was also high. Over 70% of respondents were either satisfied or very satisfied with the all employee meetings, the all employee training away day, departmental team meetings and the intranet.



10. Do you have any comments about the above activities, particularly suggestions on how they could be developed or ideas for new activities?

- Most comments and suggestions about communications activities were made about the intranet and the HPC Update.

Comment/ suggestion	No. of suggestions
Improvement to intranet navigation/ functionality/ content	11
Employee newsletter to be emailed/ available electronically	7
Newsletter to be less formal and more modernised	4
Intranet should have more employee ownership	3
All employee away day to be reformatted	3
More social media interaction on intranet	1
Introduce departmental communication champions	1
Email alerts for important intranet postings	1
All employee meetings to update about current work	1
All employee meetings on different days of the week	1
All employee meetings should be optional	1

11. What one change would improve communication with other departments?

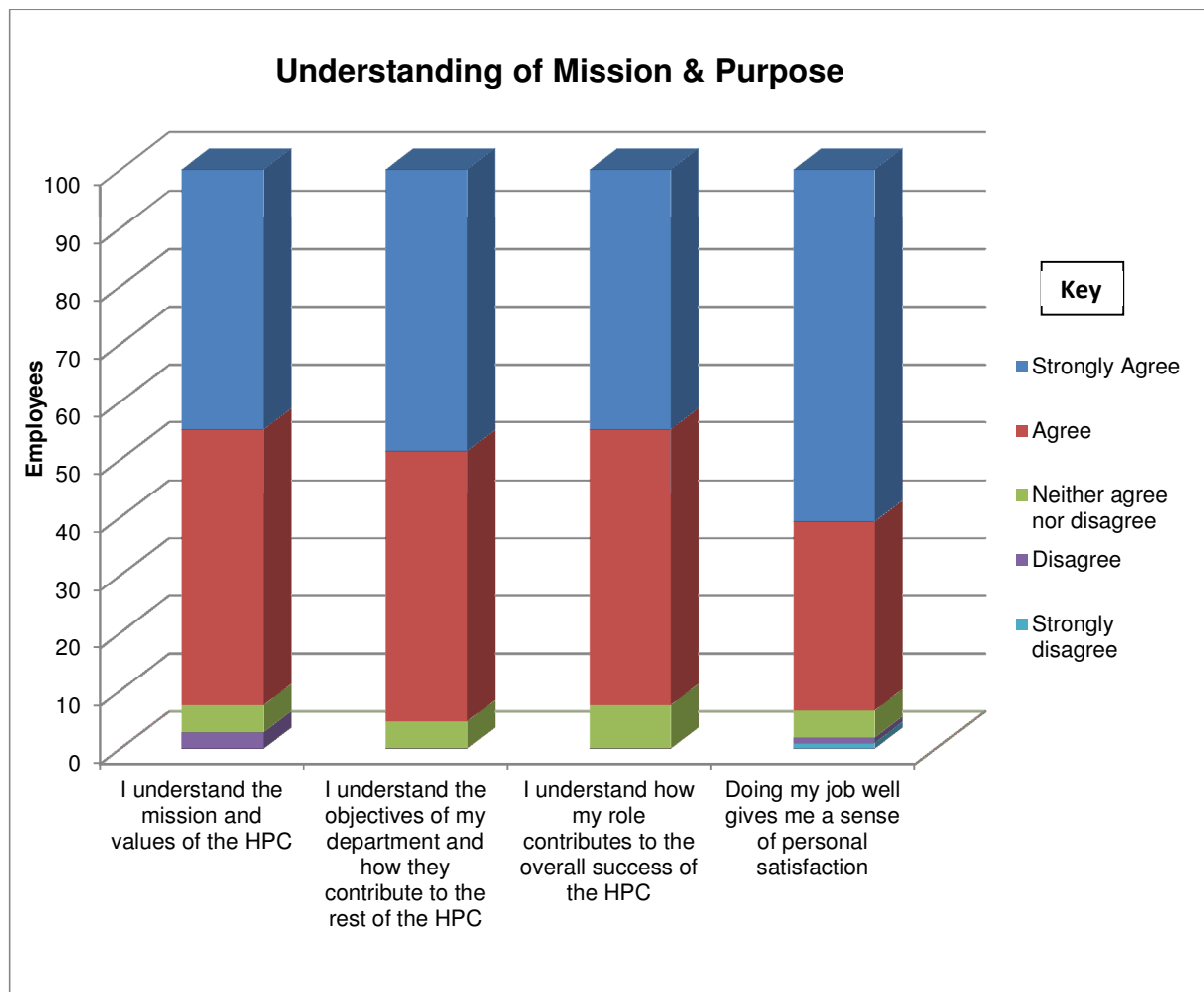
- This question produced a range of responses. The full range of suggestions, in order of popularity is listed below:

Suggestion/ Improvements	No. of mentions
Regularly updated department information/ news (intranet)	20
Cross departmental working/ meetings/ activities	19
Improvements to the design/ use of intranet	7
Job shadowing/ short secondments/ job swaps	6
Information about how each department works and interacts with others	4
Dedicated point of contact for cross departmental queries	2
More/ suitable office space	2
More face to face contact	2
Better communal facilities	1
Better communication facilities for non-work related items e.g. noticeboards	1
Better reporting of EMT/ CDT activities	1
Better team communication	1
Chat room on intranet or lotus notes	1
More all employee meetings	1
More information on public events affecting the HPC	1
Notification when a department updates the intranet	1
Rationalisation of groups e.g. CDT, ECG	1
Regular HPC quiz about recent events/ achievements	1
Regular project updates	1
Transparent business processes	1

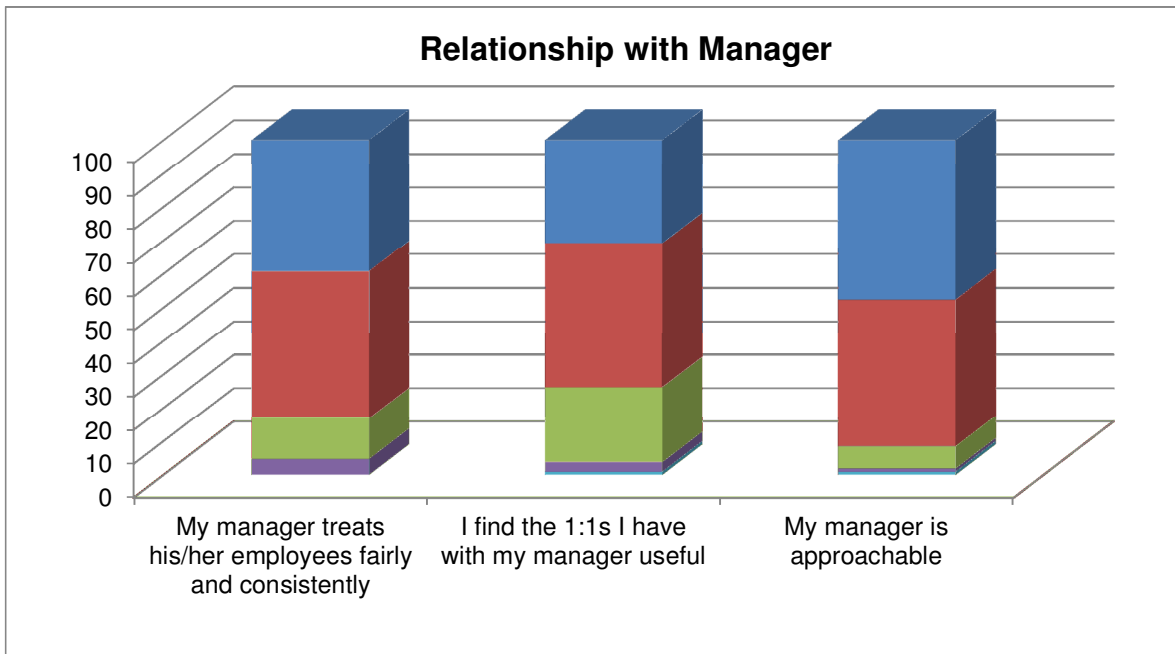
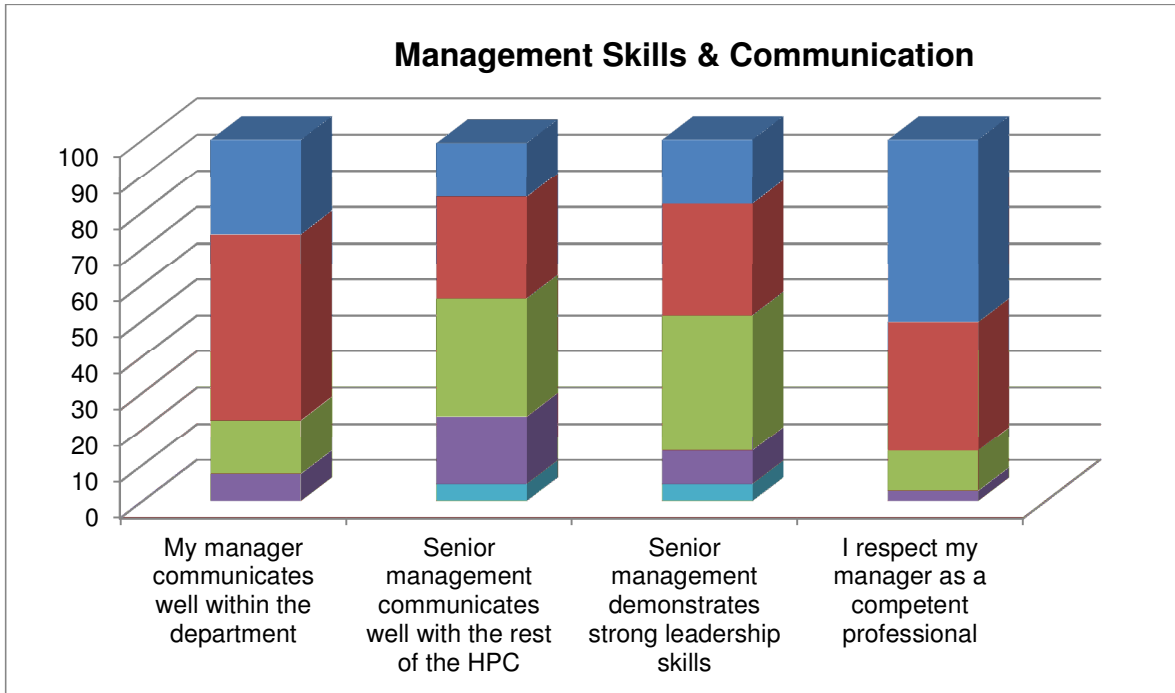
My views of the HPC

12. Please indicate to what extent you agree or disagree with the following statements

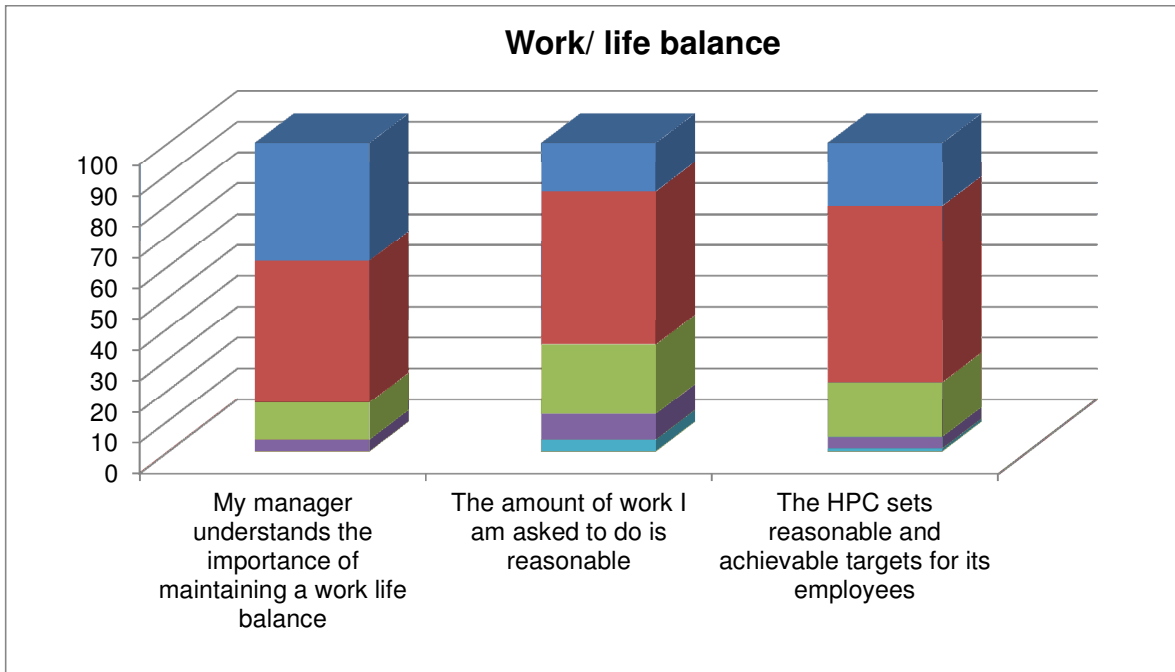
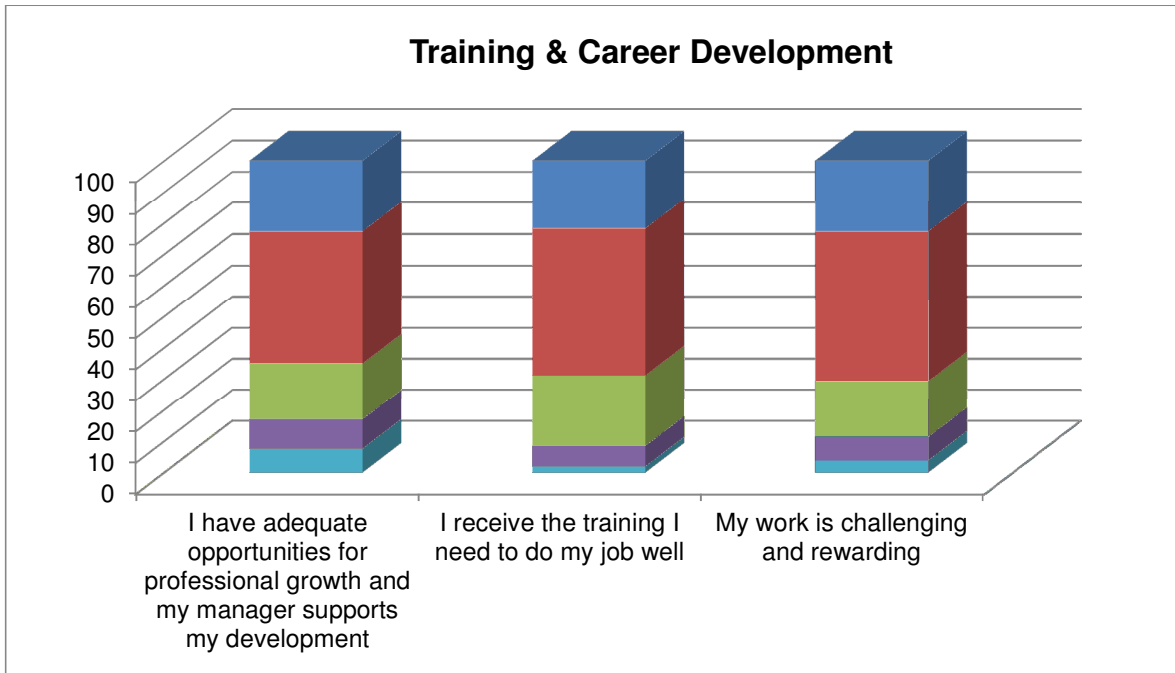
- There was a lot of agreement and positive feedback when employees were asked about the extent to which they agreed with a number of statements about their employment with the HPC.
- The results for each statement have been grouped into seven categories, based on their overall theme.



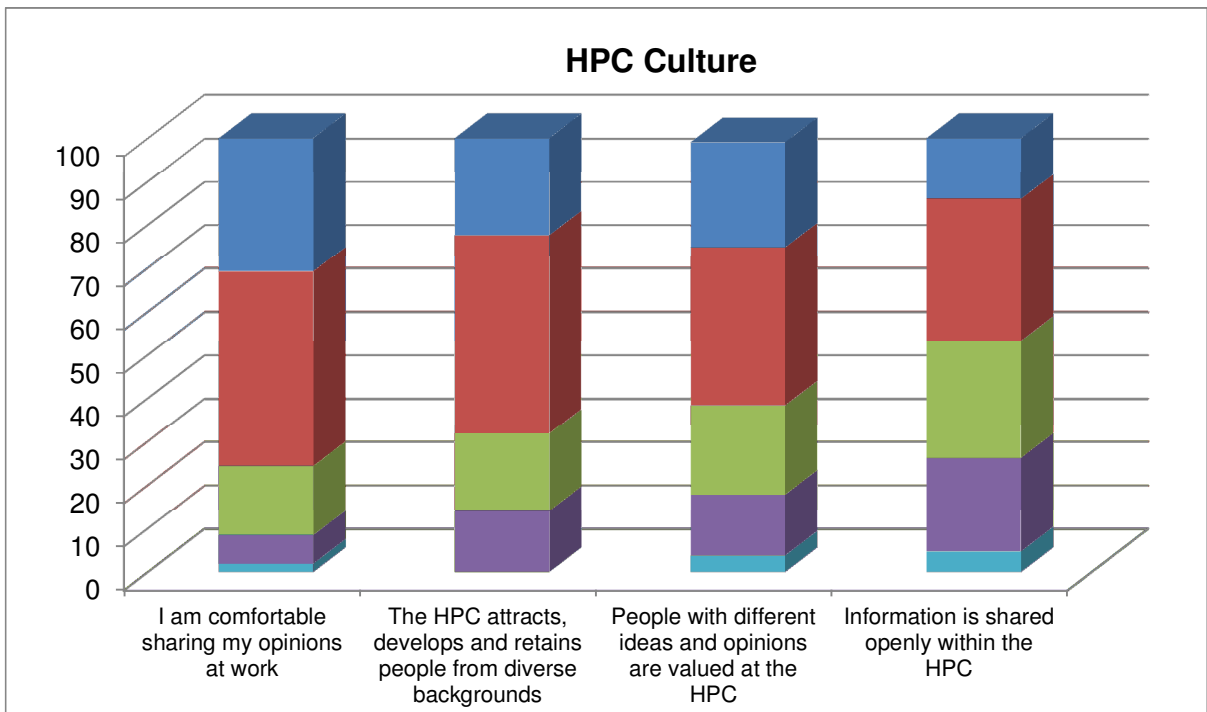
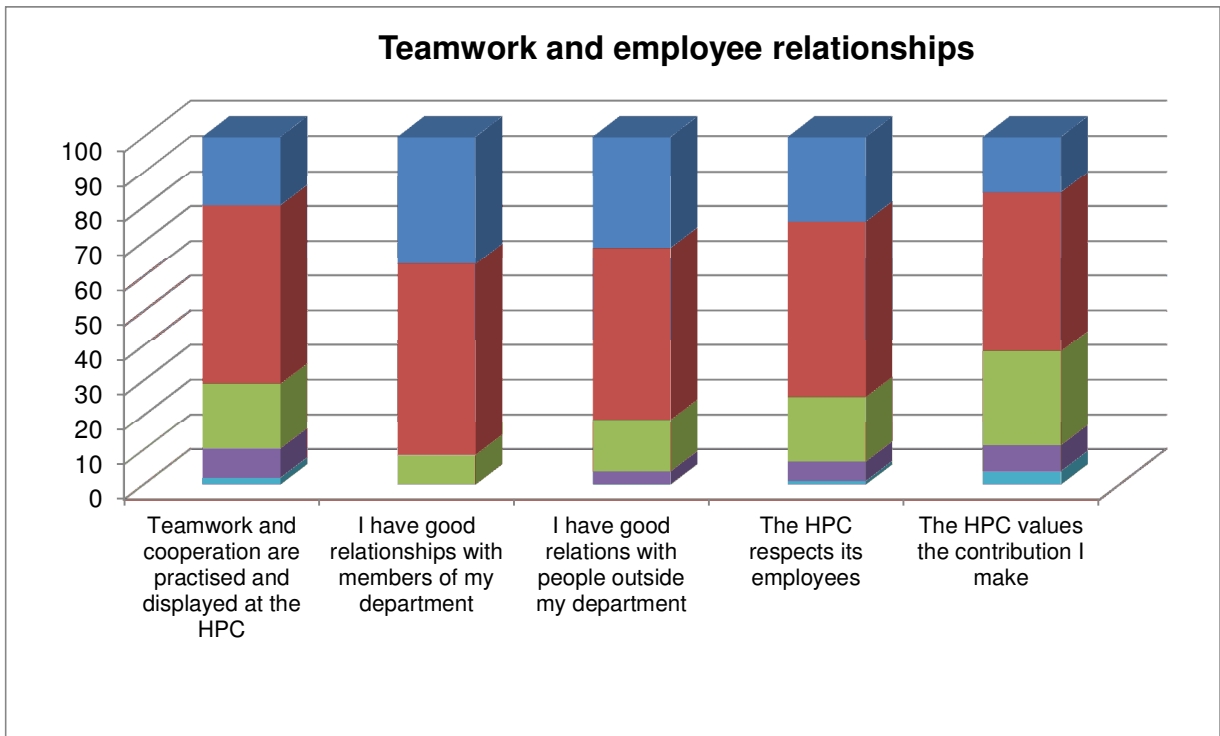
Note: the key above applies to all seven graphs in this section.



Relationships with managers were particularly positive; 92% of respondents agreed or strongly agreed that their manager was approachable, 86% agreed that their manager was a competent professional and 83% thought managers treated their employees fairly and consistently.



Attitudes towards training and career development and work/life balance were positive. 84% agreed that their manager promoted a good work/life balance, 78% agreed that they had been set reasonable and achievable targets and 72% said that they found their work rewarding and challenging.



92% of respondents felt that working relations with colleagues within their own departments were good, and 81% also had good relations with colleagues in other departments. 76% of respondents said that they were comfortable sharing their opinions at work, and 75% agreed that the HPC respects its employees.

13. Are there any additional comments you would like to make?

Comment	No. of times mentioned
Dissatisfaction with promotion and recruitment processes	4
HPC is a good/great place to work	3
Work not valued/respected	2
Salary level insufficient	2
Insufficient career progression	2
HPC does too many projects	2
HPC culture – positive comments	2
HPC culture – negative comments	2
Union recognition needed to get better benefits	1
Pay and benefits are very good	1
HPC fosters and retains talent	1
You can't please everyone	1
Unhappy with new pay banding system	1
Lack of clarity about whether 'senior management' in this survey refers to managers within or outside my department	1

14. Would you recommend the HPC as an employer of choice to your family and friends?

Yes	76%
No	11%
Maybe	8%

(No answer – 5%)

Main Survey Themes

This section highlights the main themes which have emerged from the survey and identifies areas in which action can be considered in response to employees' views.

Working environment and culture

Overall, employees' attitudes towards their personal experience of the working environment and culture at the HPC were very positive. Particularly high scoring areas such as 'relationships with colleagues and managers' and 'manager's leadership style', indicate a positive and supportive working environment and culture.

The highest score of satisfaction was 86% (question 4) for 'relationships with colleagues'. This was backed up by strong levels of agreement with positive statements about teamwork and employee relationships (question 12). These results highlight the strong sense of teamwork between HPC colleagues which is a key feature of the HPC's culture.

Employees gave high ratings to job satisfaction and work/life balance which are key indicators of a positive working environment and experience. There were also high levels of satisfaction with job security in the overall survey (79%), although these dropped to between 65% and 71% in those departments which are likely to be impacted by the transfer of regulatory functions from the GSCC.

Annual leave

The survey shows that employees see annual leave entitlements and additional discretionary leave days as a key factor in the quality of their working life at the HPC. 90% of respondents rated annual leave as being important to their personal experience of the HPC, and 98% said that they were either 'satisfied' or 'very satisfied' with the levels of annual leave and discretionary days provided.

Salary

Salary was rated as an important factor for employees, but scored slightly lower on satisfaction with just over 20% of employees expressing some degree of dissatisfaction with their salary. This is a less positive result than in the last employee survey conducted in 2008, and may be due in part to relatively low general pay increases at the HPC in recent years, influenced by external factors and budgetary constraints. Only one employee made negative comments about the impact of the recent changes to the HPC's pay structure and policy.

HPC's mission and purpose

A key strength at the HPC is employees' understanding of, and identification with the HPC's mission and purpose, leading to high levels of job satisfaction and understanding of departmental activities. (question 12). 95% of respondents agreed that they understand the objectives of their department and how they contribute to the rest of the HPC, and 93% understand how their role contributes to the overall success of the HPC.

Opportunity for promotion

Scores for satisfaction levels with career opportunities and prospects for promotion within the HPC were slightly lower than expected. Although just over 50% of respondents were satisfied with their promotion prospects, around 11.5% stated that they were 'very dissatisfied' (question 4). In addition four comments from employees in Fitness to Practise expressed dissatisfaction with, and questioned the fairness of, internal promotion and recruitment processes.

These results were surprising given the unusually high volume of internal opportunities available at the HPC. So far in the financial year 2011-12 the HPC has advertised 23 vacancies, 12 of which (52%) have been filled by internal candidates. Within these figures 5 out of 7 opportunities in FtP were filled by internal candidates.

Some of this dissatisfaction may be due to there being fewer career opportunities in smaller departments and specialist functions than in the larger departments, although this would not apply in FtP. The HR department (and relevant managers for posts within FtP) will continue to monitor recruitment and selection processes closely, particularly for higher graded vacancies across the organisation at levels which are likely to present internal promotion opportunities for employees.

Benefits

Eleven employees made specific comments that HPC benefits overall were either good or excellent.

i. Healthcare benefits

The most commonly suggested additional benefits were health-related, mentioned by 38% of respondents to this question. Responses were split between specific requests for private healthcare insurance, requests for some form of general healthcare scheme and requests for a health check-up facility. Healthcare benefits have also been raised by Employee Consultation Group, so this area was researched in some detail by HR and considered by the Executive Management Team (EMT) in August 2011.

The EMT concluded that given the nature of the HPC's business and the high numbers of registrants working in the NHS, it would not be appropriate to provide private healthcare insurance or other benefits for services available through the NHS. Although employees would provide most of the funding for a healthcare scheme themselves, the HPC would still need to contribute as any scheme would be classified as a tax-free benefit.

A full healthcare scheme will not be made available, but we are still keen to take employees' comments into account in this area. We are considering providing employees with optional health check sessions through our Employee Assistance Programme providers PPC, with seasonal flu jabs and with health awareness workshops. Further information on these developments will be available in the coming months.

ii. Other benefits

A number of the other benefits suggested by more than one employee are in hand. A cycle scheme is being considered by the Corporate Social Responsibility (CSR) Group. Canteen and shower facilities are being taken into consideration in the HPC's longer term plan to increase office accommodation by purchasing the EA building (186 Kennington Park Road).

More generally in the benefits area, the HPC will keep its employee benefits under constant review. The next significant area of focus is likely to be pensions, as from 2012 the HPC will start preparing for auto enrolment of all HPC employees into the HPC pension scheme.

Flexitime/flexible working and work life balance

i Flexitime

Ratings on general questions around work/life balance in section 12 were high, and indicate that in general HPC employees enjoy a reasonable work life balance.

Under question 7 a number of employees mentioned that either flexitime, flexible hours or flexible working would improve their working life at the HPC.

'Flexitime' is a formal system where employees can work extra hours when they choose to build up time to be taken as leave in excess of their normal annual leave entitlement. Following a request from the Employee Consultation Group, the Executive Management Team considered flexitime earlier in 2011 but concluded that existing arrangements for annual leave, special leave, discretionary leave days, flexible working, TOIL, overtime and early closing before bank holiday weekends were already very generous. They were also concerned that administration of flexitime would be time consuming and onerous and might encourage a culture of clockwatching. They decided that flexitime would not be pursued, but instead agreed some improvements to the TOIL and Overtime policy.

ii Flexible working

Turning to flexible working, employees may not be aware that any HPC employee can request flexible working and/or hours under the HPC Flexible Working Policy in the employee handbook. The HPC now has around 25 employees (18% of all employees) working with some sort of flexible working arrangement requested by the employee, including part time working, altered working hours or home working.

Some of these arrangements relate to statutory childcare and family commitments, but others relate to non-statutory factors such as pursuing an alternative career or studying for a qualification. Requests must be considered in the light of business needs and operational requirements so they cannot always be granted. However provided that a request is reasonable employees are encouraged to discuss it with their manager who will give it serious consideration under the policy.

Training and Development

Most respondents (69%) were satisfied with training and development opportunities offered by the HPC, and with opportunities for professional growth and development (65%). However, higher levels of satisfaction in these areas would be desirable, as supporting training and career development is an important facet of HPC culture.

The HR strategy expresses the HPC's commitment to increased training and career development opportunities, and various training and development and study leave policies will be reviewed in 2011 and 2012. The work that has already started on designing and implementing a central training and development plan for the HPC will continue, as will training and opportunities for further study provided within individual departments.

Valuing employees' contribution

Employees' perceptions of how their contribution is valued by the HPC are reasonable, as 62% agreed that the HPC valued their contribution, and 27% neither agreed nor disagreed. In the longer term it would be desirable to increase satisfaction in this area.

The Employee of the Year awards are run annually and provide a formal means of recognising the achievements of a small number of HPC employees. HR and the Executive Management Team will give further consideration to ways in which the HPC could value the contributions of a greater number of employees on a less formal and more frequent basis.

Attitudes to management

In general employees' attitudes towards, and relationships with, their managers are extremely positive. 76% of employees expressed satisfaction with their relationship with their managers, and particular recognition was shown to managers' approachability and professional competence. 92% of respondents felt that their manager was approachable.

There was slightly less consensus when employees were asked about managers who were more senior than their direct line manager, particularly around communications with more senior managers. The Communications team will look into this issue and will consider whether additional briefings or other communications from senior managers may be beneficial.

Communication channels

In general employees' satisfaction with various HPC channels of communication was high. The intranet is the most highly valued means of communication, and employees made a range of comments and suggestions for improvements. There were also suggestions about the format and content of the employee newsletter.

Cross departmental communications and working was a strong theme, and 18% of respondents felt that there should be more information and updates from departments about the work they do and their achievements, particularly via the

intranet. 17% of respondents wanted to see more cross departmental working/ meetings/ activities, with meetings being mentioned most frequently.

There were conflicting remarks about the all employee away days, with a couple of suggestions about how the format could be changed in future. There were also two positive comments about how well liked they are.

The Communications team will look at the comments and suggestions made with a view to implementing changes.