

8 June 2023

HCPC Employee Pulse Survey Results – Q1 to Q4 2022-23

Executive Summary

Employee pulse surveys are a type of employee engagement survey that organisations use to evaluate the overall employee experience by collecting relevant feedback from the workforce.

They are a quick, simple, and effective way to improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

HR conducted a pulse survey for all of the quarters within 2022-23. The aim of the survey was to:

- Monitor trends in employees' perceptions of their experience of working at the HCPC
- Understand perceptions of key areas impacting on engagement such as internal communications and equality and diversity
- Identify any areas that could be looked into further, either to build on existing strengths or to address any areas for development

Summary of findings

Areas of strength throughout the year continue to include a high level of understanding of how individuals' work contribute to delivery of HCPC's strategic objectives, staff feeling valued and supported by their line managers and staff seeing HCPC as a diverse and inclusive employer. This provides positive support in line with the People Strategy and building a sense of belonging amongst HCPC employees.

There is the inclusion of the engagement score, which is calculated across all the answers given and the engagement across all the quantifiable scores. The author can share the calculation method at ELT. This is a response to PRC comments around the suitability of the NPS (Net Promoter Score), however the NPS has been included for reference within the notes section. This has seen a small increase since the last quarter but it does correlate with a steady increase we have seen quarter on quarter.

The author would advise caution around this quarter, whilst it is in line with trend of small increases in each quarter, the response rate in Q4 has provided a smaller sample size.

The findings have been set out consistently with the Q2 and Q3 survey to allow better visualisation of the data. In addition, benchmarking with the Civil Service where possible following the feedback from ELT and People and Resource Committee (PRC). This has been updated in Q4 with the most recent benchmarking from the Civil Service.

There is the introduction of the performance feedback question, as recommended by the Committee.

The overall response rate was 42%, which is a significant decrease on the previous quarter. During this time there were 84 days of sickness leave and 195 days of annual leave taken.

They have been some statistical differences between Q1 and Q4 findings:

Increase:

I feel connected to the HCPC values and behavioural framework (Q1 – 69%, Q4 – 75%)
I am given opportunities to learn and develop my skills when needed (Q1 – 53%, Q4 – 68%)

Decrease:

Response Rate (Q1 – 53%, Q4 – 42%)

The HR Team will be leading workshops in June 2023 to focus on culture within the HCPC, and some of the themes of development arisen from the Pulse Survey. These workshops will feed into our all-employee event in July 2023.

Previous consideration	This is the third report on findings arising from a Pulse Survey. These findings have been shared with ELT and SLG. The Committee is aware of the introduction of pulse survey as part of our People Strategy.
Decision	The Committee is asked to note and discuss the report; no decision is required.
Next steps	Discussions with departmental Heads around development opportunities are being taken forward by HR Business Partners. HR will be facilitating a workshop in Q1 2023-24 with the Senior Leadership Group (SLG) to develop action plans from the year to date.
Strategic priority	Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	Actions for this year have been included in the 2022-23 work plan and associated budget such as the Making a Difference Award.

EDI impact	EDI data is collected and analysed as part of the pulse survey to ensure we proactively monitoring equality and diversity as part of this work and will continue to be further developed in future reports.
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Employee Pulse Survey 2022/2023

Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

Author: Rebecca Bryan, HR Business Partner

The colour coding of charts within this slide deck represents the following; green is an improvement from the past quarter (not necessarily a statistical improvement), blue represents a decrease from the last quarter findings.

The Civil Service Benchmarking has been updated in line with the latest results published in March 2023:

[Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](#)

1. Purpose of Pulse Survey

Our core aims are threefold:

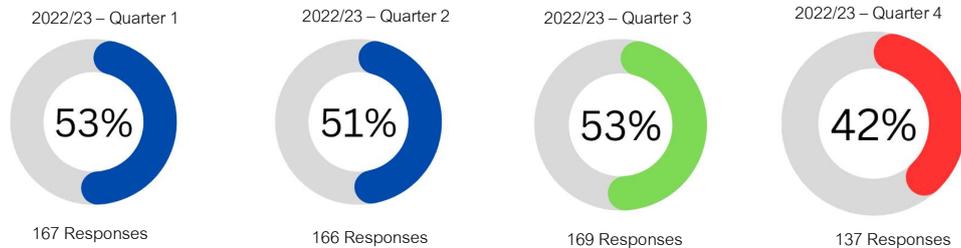
1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

Employee pulse surveys are a type of employee engagement survey that organisations use to evaluate the overall employee experience by collecting relevant feedback from the workforce. They are a quick, simple, and effective way to improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

HR conducted a pulse survey for each quarter of 2022/23. The aim of the survey was to:

- Monitor trends in employees' perceptions of their experience of working at the HCPC;
- understand perceptions of key areas impacting on engagement such as internal communications and equality and diversity;
- identify any areas that could be looked into further, either to build on existing strengths or to address any areas for development.

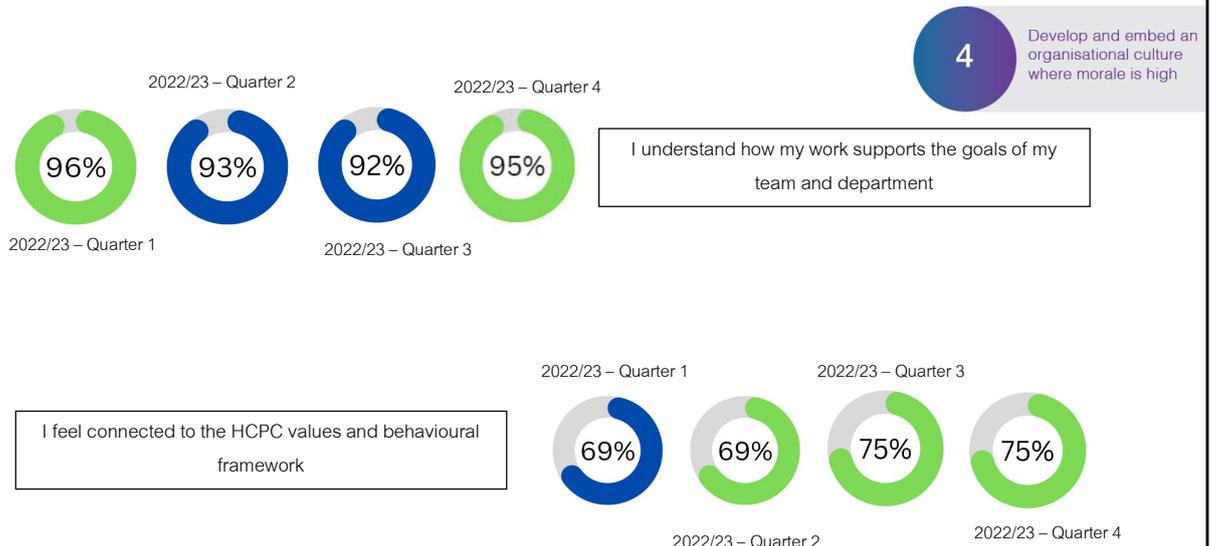
2. Respondents



Department(s)	Response Rate
Business Change & IT	46%
Communications/Professionalism and Upstream Regulation	43%
Education	50%
Finance	100%
Fitness to Practise including HCPTS	33%
Governance/Quality Assurance	80%
Human Resources	100%
Office of Chief Executive/Office Services	36%
Policy, Standards & EDI and Insight & Analytics	71%
Registration	30%

The Pulse Survey ran between 18 April 2023 to 4 May 2023. During this time there were 84 days of sickness leave and 195 days of annual leave taken. This is an increase in level for comparable periods for previous staff surveys. There were 137 responses to the survey, representing 42% of all employees. In comparison to the previous quarters, this is a reduced response rate compared with previous quarters.

3. Sense of Belonging



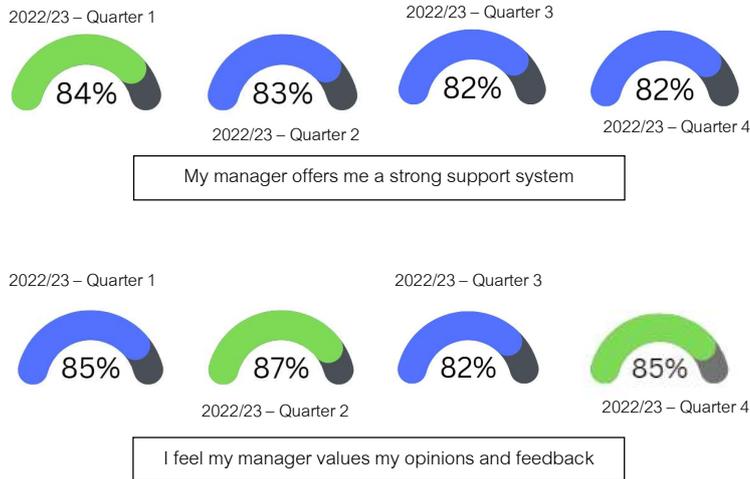
In line with our People Strategy, areas of strength continue to include a high level of understanding of how individuals' work contribute to delivery of HCPC's strategic objectives. The central aim of our People Strategy is to be an organisation where people feel that they belong and feel valued. Whilst there has been a statistical fall between Quarter 1 and 3 when looking how individual's understand how their work supports the goals of their team and department, this is still a significantly positive reporting, and has increased slightly in in Q4, during the APDR period in which managers have hopefully taken the opportunity to align individual objectives with team and department. In addition, discussing this with the team.

The reporting for Q4 remains at 75% of those survey agreed or strongly agreed that they felt connected to the HCPC values and behavioural framework. This is a statistical and incremental increase to the Q1. When compared to the Civil Service Pulse Survey 2021 for a similar question, the HCPC is reporting a slightly lower engagement rate, the Civil Service Score, for the question 'I have a clear understanding of [my organisation's] objectives (% strongly agree or agree)' the reported score was 79.588%

Reference:

[Civil Service People Survey 2022 Benchmark Results.ods](#)

4. Management Support



- 4 Develop and embed an organisational culture where morale is high
- 3 Compassionate, inclusive and effective leadership at all levels

Managerial support remains another area of strength which has carried forward to the third quarter. There has been a small decrease in employees reporting that they feel their manager values their opinions and feedback. When compared against a similar question with the Civil Service Staff Survey 2022 ‘My manager is open to my ideas (% strongly agree or agree)’, this is an exact match of their benchmarking score of 82.801%. Therefore this remains a positive area for the HCPC.

This is not a statistical difference,

Reference:

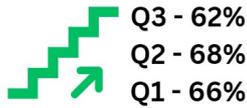
[Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](#)

5. Communication & Visibility

72%



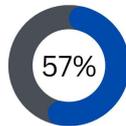
of employees feel informed about what is happening at the HCPC now and in the future



4 Develop and embed an organisational culture where morale is high

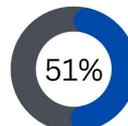
3 Compassionate, inclusive and effective leadership at all levels

2022/23 – Quarter 1



2022/23 – Quarter 2

2022/23 – Quarter 3



2022/23 – Quarter 4

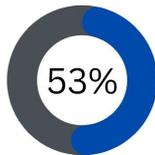
Our senior leaders (ELT & SLG) are visible and reasonably accessible to employees

The question around Senior Leadership visibility was amended in the Q2 Pulse Survey to provide the clarification around the definition of the Senior Leadership. There has been a statistical increase in those who Strongly Agreed or Agreed with this question however this falls below the Civil Service Survey benchmark of 72.254%.

When looking at whether employees surveyed felt informed about the future of the HCPC, this scoring has increased since 62% in the last quarter.

6. Learning and development

2022/23 – Quarter 1



2022/23 – Quarter 2

2022/23 – Quarter 3



2022/23 – Quarter 4

I am given opportunities to learn and develop my skills when needed

4

Develop and embed an organisational culture where morale is high

2

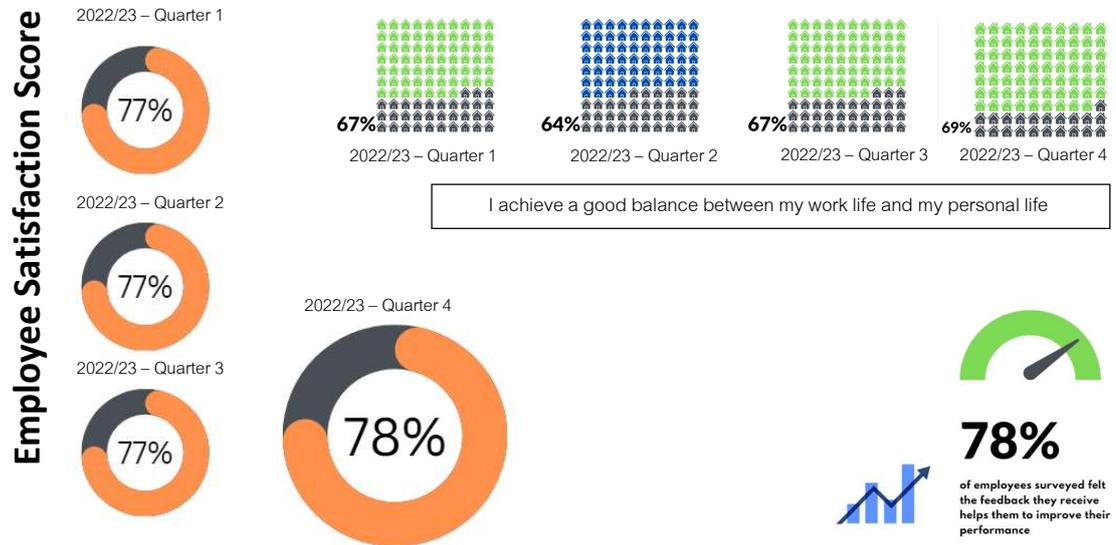
High performing, capable and skilled organisation

There has been a 6% increase in employees surveyed reporting that they are given opportunities to learn and develop my skills when needed. The pulse survey reporting period fell within across the Mid Year Review completion period, this may have encouraged positive conversations around employee learning and development. Whilst this score appears to be one of the lower scores within the context of the others, when compared to the Civil Service Pulse Survey 2021, this is above the benchmark when compared to a similar question 'There are opportunities for me to develop my career in [my organisation] (strongly agree or agree)' 57.298%.

Reference:

[Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](https://www.civilservice.gov.uk/civil-service-people-survey-2022-benchmark-results)

7. HCPC as an Employer



Following feedback from the PRC and ELT around the ‘Net Promoter Score’, the author has amended the reporting of how employees would recommend the HCPC as an employer. For completeness, the NPS score for Q1 was -20, Q2 was -30 and Q3 was -21 however the author purports it may be more useful to interpret the data as set out as above. There is not a direct correlation with a Civil Service Pulse Survey question, but 63% of Civil Service employees reported that they would recommend [their organisation] as a great place to work (% strongly agree or agree). This is a higher score when compared with the HCPC’s findings.

The Employee Satisfaction Score for Quarter 1 was 76.50%, concluding an Amber rating.

The Employee Satisfaction Score for Quarter 2 was 76.78%, concluding an Amber rating.

The Employee Satisfaction Score for Quarter 3 was 76.98%, concluding an Amber rating.

The Employee Satisfaction Score for Quarter 4 was 77.79%, concluding an Amber rating.

Red will be a score based on a higher level of disagreement and the calculation would be $(\text{Total sum of responses} \times 2) / (\text{total number of responses}) \times 100 = \text{Score\%}$
Red = Approx 40%

Amber will be a score based on a higher level of neutral responses and the calculation would be $(\text{Total sum of responses} \times 3) / (\text{total number of responses}) \times 100 = \text{Score\%}$
Amber = Approx 60%

Green will be a score based on a higher level of agreement and the calculation would be $(\text{Total sum of responses} \times 4) / (\text{total number of responses}) \times 100 = \text{Score\%}$
Green = Approx 80%

There has been statistically consistent reporting in employees reporting that they achieve a good balance between their work and personal life. I achieve a good balance between my work life and my private life (% strongly agree or agree) is a similar question as part of the Civil Service Pulse Survey 2022, with their employees reporting at 71.808(% strongly agree or agree).

Reference:

[Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](#)

The inclusion of the question 'The feedback I receive helps me to improve my performance' is a direct link from the Civil Service Pulse Survey. The most recent Civil Service Pulse Survey 2022 has reported their employees at 66.47 (% strongly agree or agree). Therefore the HCPC's score is above the Civil Service Benchmark.

Reference:

[Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](#)

9. What do employees value most in their current role?



This slide depicts a word cloud which outlines what employees value in their role, the largest text is the areas most reported as an area which employees value. This correlates with the findings of the survey in the main, which outlines the strengths to be managerial and colleague relationships. Positive reporting around job satisfaction can be linked the employee’s sense of belonging, and understanding how their role fits within the strategic aims of the organisations. There are strong consistencies around the relationships between employees and managers across both quarters reported. Team dynamics such as relationships between peers and management contribute to the People Strategy in various ways. This can be developed through teambuilding activities and encouraging personal conversations and supportiveness within a team’s regular work, which will now be more readily available as part of Hybrid Working.

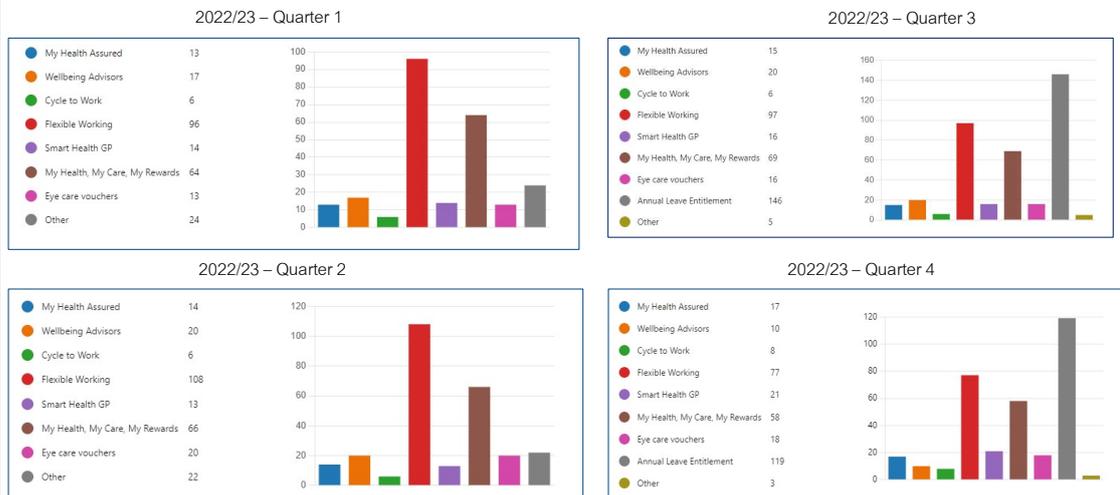
Career development remains an area across both feedback mechanisms which is a risk area of the organisation. A lack of career development opportunities, or perceived lack of opportunities could negatively impact staff’s intention to stay with the organisation long term. The ELT and HR team should look to further support Line Managers to have career and development conversations with staff where possible.

10. Confidence that HCPC is a diverse and inclusive employer



Out of those who were surveyed and reported that they were not confident that the HCPC is a diverse and inclusive employer, there was no strong negative reporting from those with a protected characteristic. When reviewing the self reporting of those who disagreed, 42% (10 individuals) have a protected characteristic. When reviewing the self reporting of those who agreed, 52% (124 individuals) have a protected characteristic.

11. Wellbeing Initiatives



The reporting around Wellbeing initiatives is largely the same as quarters 1 & 2, there has been an increase in those reporting Flexible Working as a valued initiative. In Q3, we introduced the inclusion of the HCPC annual leave entitlement, Employee Forum (EF) have recently explored whether we should be able to buy/sell annual leave if the majority of employees do not use their whole amount. The findings of this suggest that the leave entitlement is a strong benefit for over 86% in both quarters 3 and 4.

12. Key Takeaways

<p>The results from this survey show some statistically significant variances from the trend over the past three quarters, with an improvement in a number of areas. However the response rate for the Q4 survey was significantly (42% compared to an average of 52% over Q1-3)</p> <p>The response rate was lower in Q4, there was one less reminder of the pulse survey due to absence in the HR team. Moreover, there was a high level of absence rate across the organisation as set out in earlier notes. We propose the next survey to utilise the role of Employee Forum Representatives to increase engagement. In addition, build momentum off the back of the all employee event in July.</p> <p>Subject to the caveat on completion rates:</p> <ul style="list-style-type: none"> The employee engagement score has improved, reflecting initiatives in a number of areas to maintain and strengthen communication about corporate plans and activity, wellbeing support, and other corporate information. <p>On Slide 8, there is a new question about feedback linked to performance. This was a recommendation by the People and Resources Committee. This has resulted in a positive reporting, which emphasises the importance of appraisal processes and frequent one to ones within the management structure and peer to peer feedback.</p> <p>The feedback I receive helps me to improve my performance</p> <p>This is a direct lift from the Civil Service Pulse Survey 2021, which will allow us to undertake appropriate benchmarking. This will also be after the formal APDR period and will allow a focus on reflection on performance conversations.</p>	
<p>HR Led Actions which are currently underway which may support an increase in engagement and improve culture:</p> <ul style="list-style-type: none"> - Aspiring Leaders - Coaching apprenticeship - Beyond Barriers - Making a Difference Award - Recruitment process review - Workforce planning & succession planning 	<ul style="list-style-type: none"> - HR essentials - Q1 L&D activities (Annual development plans) - EDI and engagement activities - APDR period/Objective setting - Pay Review - Reverse Mentoring - Wellbeing Champions

We calculate statistical significance using a standard 95% confidence level. When we display an answer option as statistically significant, it means the difference between two groups has less than a 5% probability of occurring by chance or sampling error alone, which is often displayed as $p < 0.05$. Excel +COMPARE has been used to determine this calculation. The areas which have had a statistical trend are:

Increase:

I feel connected to the HCPC values and behavioural framework (Q1 – 69%, Q4 – 75%)

I am given opportunities to learn and develop my skills when needed (Q1 – 53%, Q4 – 68%)

Decrease:

Response Rate (Q1 – 53%, Q4 – 42%)