

2022 STAFF SURVEY ACTION PLAN v1.0

Actions in response to 2022 Staff Survey results

This year's staff survey results have been shared with all staff. The results have been presented and discussed at the Board with Staff Forum representatives in attendance. We have also discussed findings at People Group, with the Joint Negotiating Committee and the ED&I Steering Group.

The following areas have been identified as priorities for us to focus on. Proposed actions are grouped into the following three themes:

- 1. Valuing people**
- 2. Developing ourselves**
- 3. Looking to do things better**

We discussed initial ideas for the plan at People Group and follow up conversations with People, OD, Learning & Development and EDI colleagues. The draft plan was shared with Staff Forum, Joint Negotiating Committee and People Group during June to enable the plan to be refined and finalised.

The action plan is set out on the following pages. The plan includes links to our organisational strategy in terms of including people and some EDI focused actions.

Theme 1: valuing people

Pay	Who	Actions
Pay is the second ranked characteristic of our current job we would most like to improve	Head of People / HR team Staff Forum and HR	Promote our total rewards package including the value of the NHS Pension Scheme by September 2022 Ensure we reward people fairly within national NHS and Arms Length Body pay frameworks – develop and communicate transparent information on pay and reward by July 2022 Promote our staff benefits offer by showcasing at an All Staff VC through Staff Forum reps by September 2022
I am treated with fairness and respect in my role at the HRA	Who	Actions
Continuing to improve on this finding that 76% of survey respondents agreed they are treated with respect in our roles, we can aim to attain to reach BMG benchmark of 86%	EDI Manager / HR Business Partner EDI Manager EDI Manager	Reshape Bully and Harassment Policy as a Dignity and Respect policy by July 2022 (with HR) Create an animated video for staff induction illustrating our core principles by December 2022 Deliver learning on intercultural sensitivity and open conversations by December 2022

Workload / capacity	Who	Actions
<p>Regularly cited through our annual staff surveys as an area of concern, we want to keep it as a key focus for this year's action plan.</p> <p>26% of survey respondents disagreed or strongly disagreed that workload is manageable (compared to 21% of respondents in the 2021 survey).</p>	<p>Directorate management teams</p> <p>Staff Forum</p> <p>JNC</p>	<p>Directorate top teams to monitor workload/capacity regularly – review against vacancy data, sickness data, reasons for sickness – ongoing action</p> <p>Staff Forum to check in with their groups of staff and give input at quarterly staff forum meetings – Sept 2022, Dec 2022, March 2023</p> <p>JNC to provide intelligence at quarterly meetings and catch up calls – July 2022, Oct 2022, Jan 2023</p>

Theme 2: developing ourselves

Opportunities to develop our careers	Who	Actions
<p>The survey shows the top ranked indicator we would most like to improve as opportunities for career development, progression, promotion</p>	<p>Head of Learning and Knowledge Management</p>	<p>Provide a range of learning resources ensuring these are accessible to all and cater for differing learning needs and preferences – by March 2023?</p> <p>Training for senior managers on Kirkpatrick, Philips and Return on Investment for all learning opportunities to ensure we fully understand the lifecycle of every training opportunity and the ROI attached to this – this is about</p>

	Head of Learning and Knowledge Management and Learning & Development team	<p>embedding a learning culture, 70:20:10, making learning a lifelong journey and understanding the ROI and sustainability of learning within teams. This training has been offered to all appraising managers and will be cascaded down. Managers training is taking place on 4 July 2022</p> <p>Career development training with a series of two workshops and personal one to ones. Workshop one covers the application process, followed by a piece of homework and personalised one to ones. Workshop two will focus on the interview process. A decision will then be made about a further session or personalised interview training. This training will go live in September 2022</p> <p>Both sets of training will be the starting point for a more formalised set of learning including the 'Stepping into Leadership' training course for our BAME colleagues.</p> <p>In late 2022/early 2023 the Management Foundations training will go live with core essential training for all our new managers to equip them to develop and manage their teams. The L&D team will be working with each directorate on how to embed a learning culture recognising that 70% of learning happens informally and daily and how we harness that and share that within our teams. This will help ensure we do not lose learning and knowledge within the organisation when colleagues leave and we have a sustainable learning culture that embeds key behaviours aligned to the HRA's culture</p>
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Future Ways of Working	Who	Actions
Our Future Ways of Working model has been in place since April 2022 following a pilot in late 2021.	Deputy Director, Organisational Development	Continue to develop our Future Ways of Working model and embed positive practices and improvements to enable strong social connection and a positive high performing work culture – initial action is to survey all staff on FWOW model to evaluate what's working well and where we can continue to improve – July 2022 The survey findings and analysis will inform next stages of Future Ways of Working
Improving the new starter experience	Lead	Actions and timeframes
Effective local/team inductions as well as organisational inductions were highlighted as less positive findings. A positive induction experience is included in our 2022-2025 People Strategy.	Head of Learning and Knowledge Management	Design and rollout of new starter pack – January 2023
I am clear about the objectives I have to achieve in my job (decrease on 2021)	Who	Actions
Promoting annual appraisal discussions as the main forum for discussing and agreeing our objectives with our line manager for the next 12 months	Head of People and HR team	Regular staff and manager communications about our PRIDE appraisal scheme and its purpose. Include reminders about each of us reviewing our objectives at regular intervals throughout the year with the six month appraisal option – ongoing throughout year

Theme 3: looking to do things better

With its focus on including and involving people, this theme has links to our new organisational strategy – it's about listening to staff and finding opportunities to be more inclusive.

Feedback is listened to and acted upon	Who	Actions
A finding that we've sought to address in previous years and has declined significantly in 2022 (a 16% reduction compared to 2021)	Senior team and organisational groups OD / People team Directorates	Continue to use our organisational routes to listen to people's feedback – Staff Forum, JNC, EDI Steering Group, Green Team – ongoing Scope and set up an Idea and Innovation Hive as a new way to encourage and capture people's ideas for innovation and change – by Q4 Directorates to ensure they have practices in place to communicate back to their teams on what they've done with the feedback and why – include quarterly assurance check at People Group
Increasing EDI disclosure rates	Who	Actions
Increasing our disclosure rates for demographic data in the staff survey Increasing recording of EDI data on ESR	EDI Manager/HR + Comms HR / Comms EDI Manager	Regular communications to let people know how to record or amend our data – ongoing throughout the year Include updating ESR data in reminders about PRIDE appraisals – through to September 2022 Staff led survey (EDI SIGs – Religion and Belief, Age plus other SIGs) to identify reasons for non disclosure

	EDI Manager / Head of People	and ideas on how to overcome barriers - September 2022 Review survey findings and plan to address non disclosure, eg, different wording of demographic questions – build into design of 2023 survey December 2022/January 2023
2023 staff survey	Who	Actions
Delivery of survey findings to all staff in an appealing inclusive way	Head of People, EDI Manager and EDI representatives	Build into preparation phase of 2023 staff survey (December 2022/Jan 2023) to plan for delivery in April 2023
Use of comments in the survey and how they're handled	Head of People and Staff Forum	Options to be discussed with Staff Forum at September 2022 meeting (gives enough time for staff to be asked for views, Forum to feedback and agreement reached by Dec 2022).