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## HCPC Employee Pulse Survey Results – Q1 2022-23

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### 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 HCPC to gain real-time insights by analysing engagement trends over time.

The HR team conducted a pulse survey for the first 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; and
- identify any areas that could be looked into further, either to build on existing strengths or to address any areas for development.

With the introduction of the new values, behavioural framework as well as the corporate strategy and people strategy, it is important for HCPC to get a temperature check on the developments of the organisational culture. A lot has changed in the last two years so it is important to get a temperature check on how employees are feeling about the organisation, what they value most about HCPC and provide insight into where the HCPC could make quick wins.

The learning and feedback for this survey will allow us to develop action plans which underpin our People Strategy and Behavioural Framework. As a repeated exercise, the Pulse Survey findings will provide an aid for which we can respond as an organisation to the needs of employees.

Areas of strength 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.
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This provides positive support in line with the People Strategy and building a sense of belonging amongst HCPC employees.

Within a range of results for different departments, opportunities for development in some areas include increasing the visibility of senior managers, concerns on work-life balance and staff feeling recognised for the work they do.

The overall response rate was 53%, below where we want to get to in future surveys but an improvement on previous surveys, with wide variations between departments.

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Previous consideration	This is the first report on findings arising from a Pulse Survey. These findings have been shared with ELT and SLG. PRC are aware of the introduction of pulse survey as part of our People Strategy
Decision	The Committee is to note the report; no decision is required.
Next steps	The Pulse Survey for Q2 is currently underway. Discussions with departmental Heads around development opportunities are being taken forward by HR Business Partners.
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 2022-23 work plan and associated budget.
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# HCPC Employee Pulse Survey Results – Q1 2022-23

## 1. Introduction

1.1 Improving the organisational culture is a challenge to any organisation. HCPC has a number of initiatives and programmes in place to advance the culture and make it more aligned to the organisational values and behaviours. However, understanding the drivers of employee engagement is a critical step towards enhancing the culture and therefore HR aim to build a baseline of how HCPC employees feel about their current employee experience by using these pulse survey questions. The aim is to capture feelings on:

- Employee engagement
- Leadership
- Health and wellbeing
- Learning and development
- Diversity and Inclusion
- Recognition
- Communication

## 2. Design and Assessment

2.1 Most of the pulse survey questions used a fixed measurement scale for responses, like the five-point Likert scale. It aims to capture responses from one extreme to the other (like ranging from "strongly disagree" to "strongly agree") and will help HR quantify emotions and attitudes. Using a fixed scale standardises responses, making the results specific and measurable.

2.2 When designing the questions, we have looked at existing feedback methods to build comparative data such as previous surveys and data collection points. Two specific questions have been lifted from the exit interview questionnaire; one relating to most employees value most about the organisation and the other on recommending HCPC as a place of work. The latter will be based on the methodology of eNPS (employee Net Promoter Score). The employee net promoter score is the difference between our happiest and least employees.

2.3 Exit interviews are imperative to assist the organisation to assess the overall employee experience and as a result, identify opportunities to improve retention and engagement. Obtaining accurate information can be difficult because the reasons people provide may differ from their genuine reason for leaving. Individuals may be reluctant to voice criticism of their managers, colleagues or the organisation generally, preferring to give some less contentious reason for their departure. In recent months we have seen a lower completion rate than expected on exit interviews, however a HR mini project is underway to obtain these retrospectively.

2.4 The opportunity of a Pulse Survey specifically for engagement and retention should assist the HCPC measure the likelihood that their employees will stay.

In addition, the areas of work which encourage employees to stay at the HCPC. By administering the pulse survey, we are aiming to uncover employee perceptions within the organisation and use these findings to serve as a benchmark for engaging and retaining employees now and in the future. By collating the findings from both sets of data, this will enable the HR team to identify themes which can drive positive change around retention and identify progress against our People Strategy, to be an organisation where people feel that they belong and are valued.

- 2.5 The proposed question around wellbeing initiatives was also lifted from the Health and Wellbeing Pulse survey which the HR team administered in February 2021. This will assist us in reviewing the effectiveness of different initiatives over time, and also which initiatives may benefit from further investment.
- 2.6 The remaining questions have been drafted with the People Strategy and Health and Wellbeing Framework as reference. Comparison has also been drawn from other organisations such as Healthcare Regulators and the Civil Service.

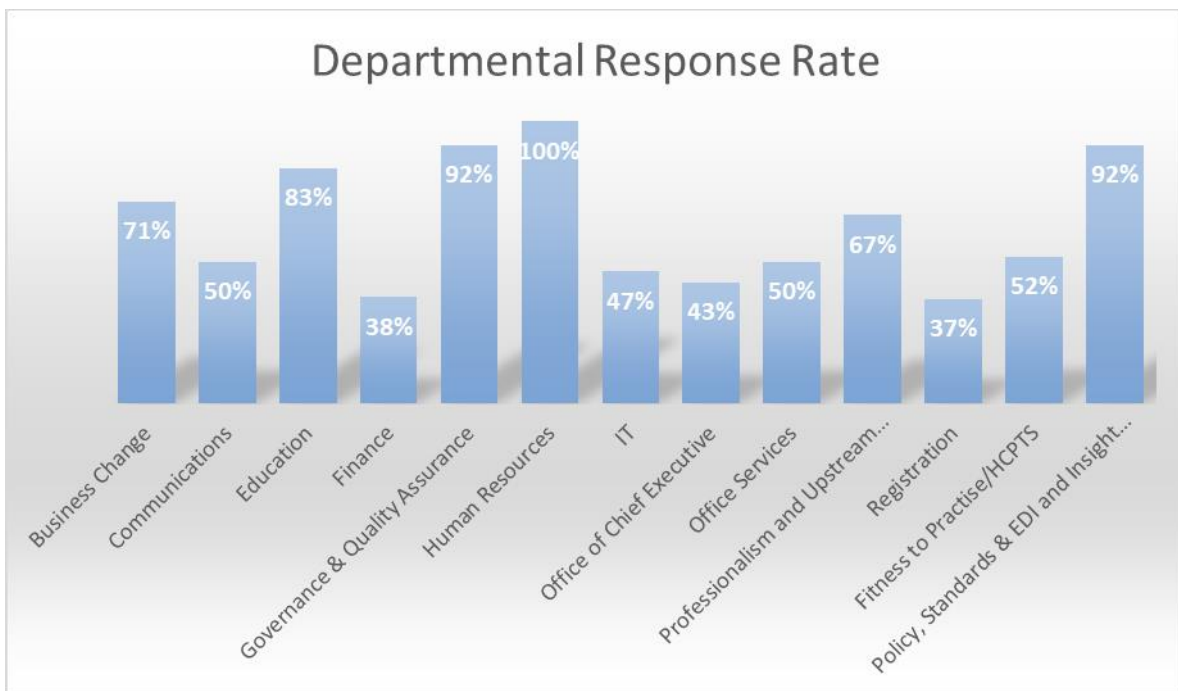
### 3. Measuring success

- 3.1 The pulse survey is a measure of success to ensure our People Strategy is successful. The HR team will provide findings to the People and Resources Committee on a quarterly basis so the performance of different Directorates and Departments in delivering against this strategy can be monitored effectively.
- 3.2 To measure the effectiveness of the pulse survey, initially success will be measured by numbers of completed surveys, the quality and clarity of the survey reports produced, and the quality of the recommendations as an output.
- 3.3 Further measures of success will be:
  - the extent to which employees engage in any follow up action and communications from the surveys,
  - onward completion rates,
  - the extent to which support is gained from managers for any necessary follow up communications and action
  - increased levels of employee engagement in future years
  - developing our employer brand to improve recruitment and retention

### 4. Response rate

- 4.1 There were 167 responses to the survey, representing 53% of all employees. In comparison to previous surveys, it is a consistent return rate. The 2021 Hybrid Working survey had 47% and 2022 IT Survey had 30% response rates. In the wider context these figures are positive.

- 4.2 The response rate falls below the HR Key Performance Indicator within the internal workplan of 90%. We will work to increase response rates to future surveys.
- 4.3 Data Scientists at HiveHR recommend response rate goals of over 70% for your baseline engagement surveys and over 50% for your pulse surveys. This suggests that a normal range expected for employee surveys of around 50% – 75% of the workforce - Therefore, when considering the response rate of as a measure of success, this is the at the lower end of an acceptable response rate.
- 4.4 This paper sets out the top-level results, the areas HCPC needs to consider. 167 employees participated in the survey. Full results are set out in Appendix 1.
- 4.5 The largest response was from the Fitness to Practise department, which made up 39% of all respondents followed by Registration at 17%.
- 4.6 Please refer to **Figure 1** for response rates within individual departments.



**Figure 1**

- 4.7 The response rate is representative of employees without line management responsibilities and identify as employees.

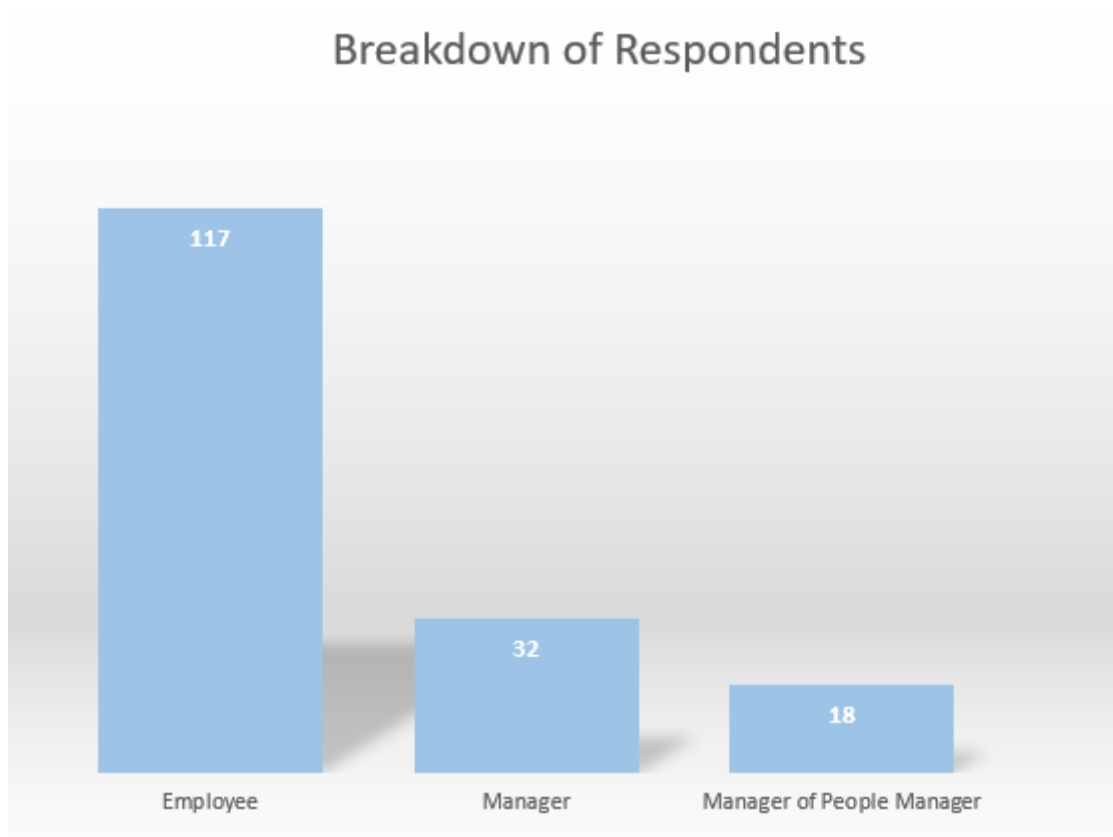


Figure 2

## 5. Areas of Strength

5.1 When reviewing the areas of strength, the benchmark for the survey measure is the median (mid-point) score of all participating employees. The median result is 68.15% therefore anything above this, has been deemed to be an area of strength within the organisation. This will need to be monitored in future iterations to ensure that the evaluation of findings remain comparable.



Figure 3

- 5.2 The responses in relation to employees understanding how their work supports the goals of the team and department was positive (96%). This correlates with the objective within the People Strategy of being fair, and the importance of monitoring appraisal compliance rates. The APDR process is a key tool to assist colleagues in understanding how their work fits in to the overall aims and objectives of the organisation. This aspect of the pulse survey demonstrates that, employees are connected to the purpose of HCPC—this helps to enhance an employee’s sense of commitment to the organisation and is one of the top drivers of engagement.
- 5.3 This is consistent across all of the departments within the organisation, with minor outliers within Office Services and IT.
- 5.4 There was positive feedback from those who responded regarding their direct management structure, namely in valuing opinions and feedback and providing a strong support system. In recent years, a number of manager support initiatives have been delivered to support managers delivering this approach in the workplace. Initiatives include:
- Management Development Programme
  - Executive Coaching
  - Women in Leadership Programme
- 5.5 In the coming weeks, the HR team will be facilitating compassionate leadership workshops to further strengthen leadership bonds and connections across business areas. The focus of these workshops will be on collective and individual capabilities, skills and behaviours to deliver compassionate regulation, specifically delivering the People Strategy and Health and Wellbeing Framework and nurturing teams to deliver high performance.
- 5.6 Therefore, although a first positive indicator, additional work will continue to ensure we are achieving our strategic theme of compassionate, inclusive and effective leadership at all levels.



Seven out of ten employees surveyed felt the HCPC is a diverse and inclusive employer. Inclusion enhances employee engagement and innovation, creates a sense of belonging, improves the employee experience, enhances innovation and improves leadership skills and abilities. An inclusive culture is essential for recruiting and retaining the type of talent needed to succeed.

**Figure 4**

- 5.7 Significant activities have been undertaken in the last year to improve diversity and inclusion within the HCPC. These include:
- Beyond Barriers Mentoring
  - Coaching Apprentices
  - EDI and engagement events for all employees

- Additional HR policies

5.8 For those who felt that the HCPC was not an inclusive and diverse employer, the author has reviewed the diversity information for those who responded. 52% of the those who felt that the HCPC employer were not a diverse and inclusive employer reported themselves as having a protected characteristic. The two prevalent characteristics included race and sexual orientation. 89% of those who considered themselves to have a disability or to be a disabled person felt the organisation was a diverse and inclusive employer.

## 6. Directorate Breakdown

6.1 Following feedback received from the Senior Leadership Group on 3 August 2022, teams with a smaller headcount have been combined.

## 7. Regulation

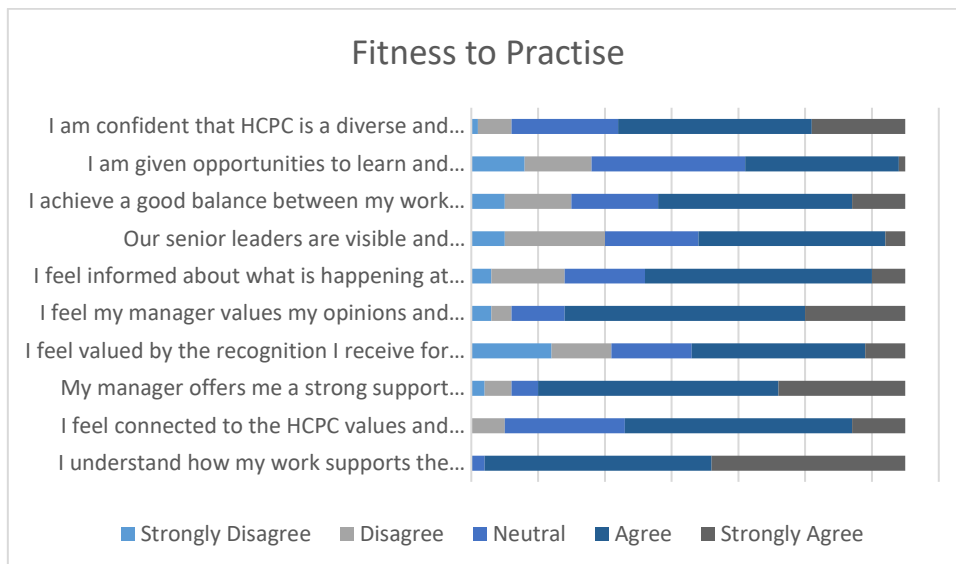


Figure 5

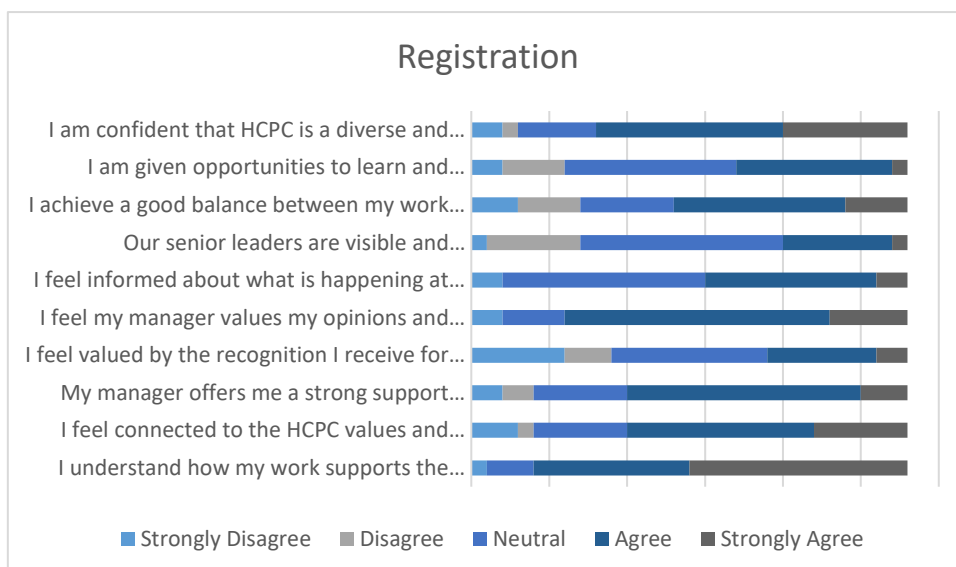


Figure 6



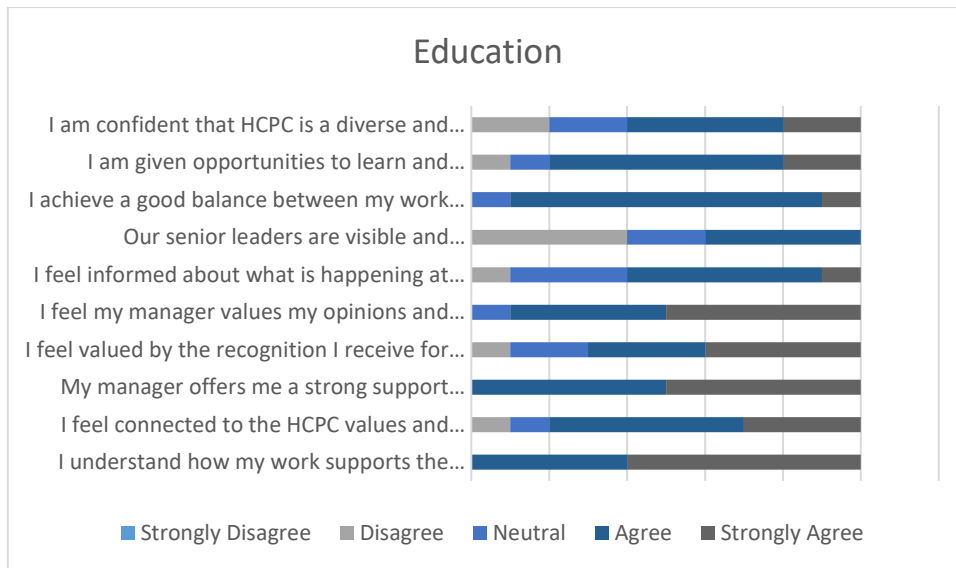


Figure 7

- 7.1 **The Professional Regulation function** has consistent areas of strength which is in line with the wider organisation namely, understanding how their work supports the objectives of the overall team. Whilst it may be expected that the regulatory functions of the organisation have a more overt link with the organisational aims and objectives. It demonstrates that there is positive alignment with the People Strategy to establish a sense of belonging. The FTP and Registration departments have a marginally higher turnover rate, but it should be identified as a positive that this understanding of our organisational role is maintained despite a potential change in personnel.
- 7.2 **The Education department** reports more positive findings for employees achieving a good balance between their work and personal lives. It is the understanding of the author, that the Education Department have recently utilised compressed hours across the team as part of trial – Future iterations of the pulse survey will monitor whether this maintains a long term positive impact.
- 7.3 **Fitness to Practise and Registration** have reported that an additional area of development is around their opportunities to learn and develop their skills within their current roles. Recent recruitment in Q2, has been targeted at developing skillsets within the Fitness to Practise team with the recruitment of Training and Development Partners. Whilst a similar role may not be necessary within the other departmental areas, they may want to invest in Train the Trainer courses, or access readily available eLearning on the Learning Hub.
- 7.4 The teams in Regulation may want to utilise the ‘Making A Difference’ award to provide recognition for work, funds have been made available to members of the Senior Leadership Team in Q2.

## 8. Professional Practice and Insight

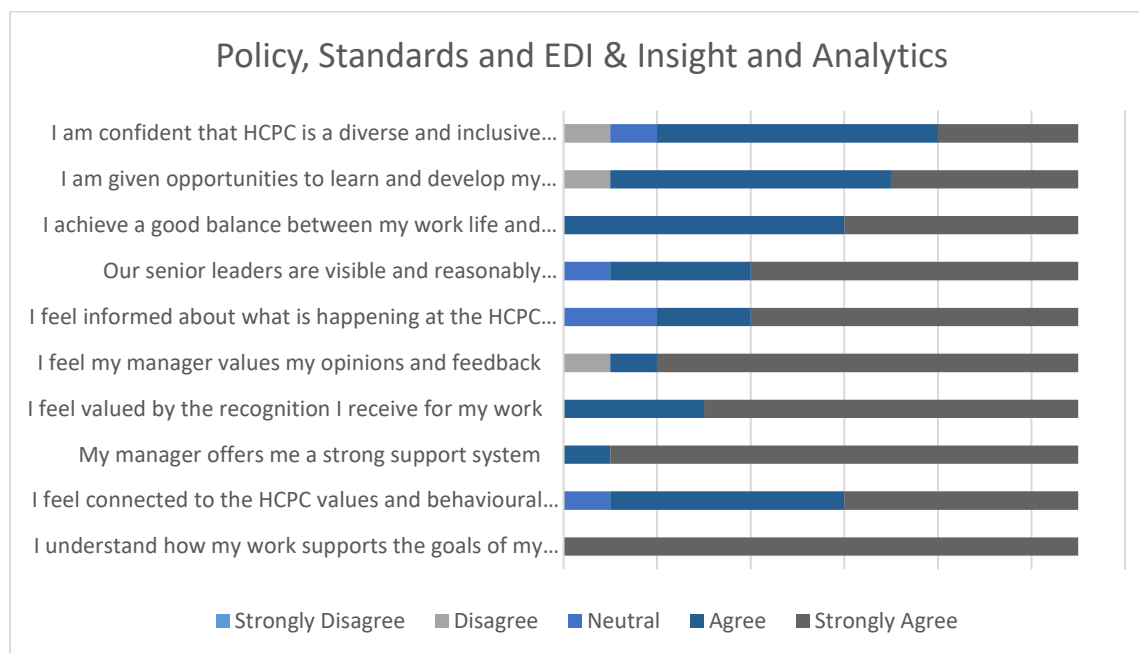


Figure 8

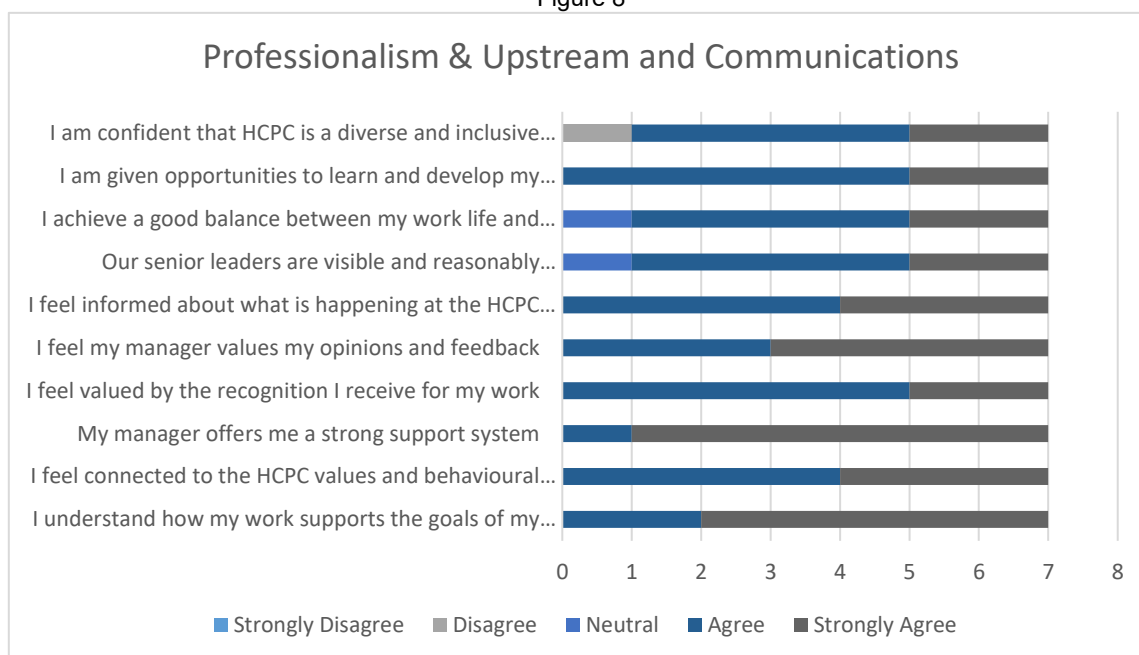


Figure 9

- 8.1 The departments which form Professional Practice and Insight have positive engaged with the Pulse Survey for the first quarter of 2022/2023. Whilst some of the areas appear to have 'strongly disagree' more prominently, this may due to the smaller sample numbers when compared with the Regulation directorate.
- 8.2 An area which the department may which to explore at a local level includes the confidence that the HCPC is a diverse and inclusive employer. Managers may want to encourage engagement with upcoming initiatives to support the

understanding, this will be further supported with by the HR Business Partner with oversight for this area.

- 8.3 There is also an opportunity for sharing best practice across the department whereby colleagues report their views on feeling informed about what is happening at the HCPC in the future.

## 9. Resources and Business Performance

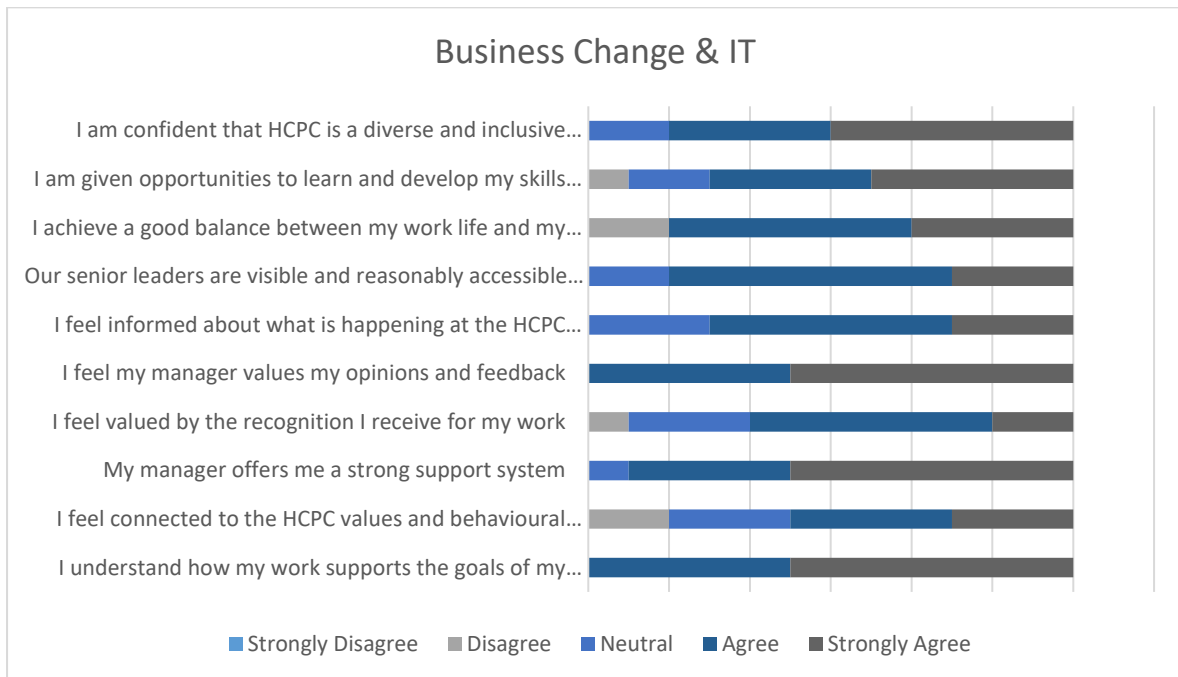


Figure 10

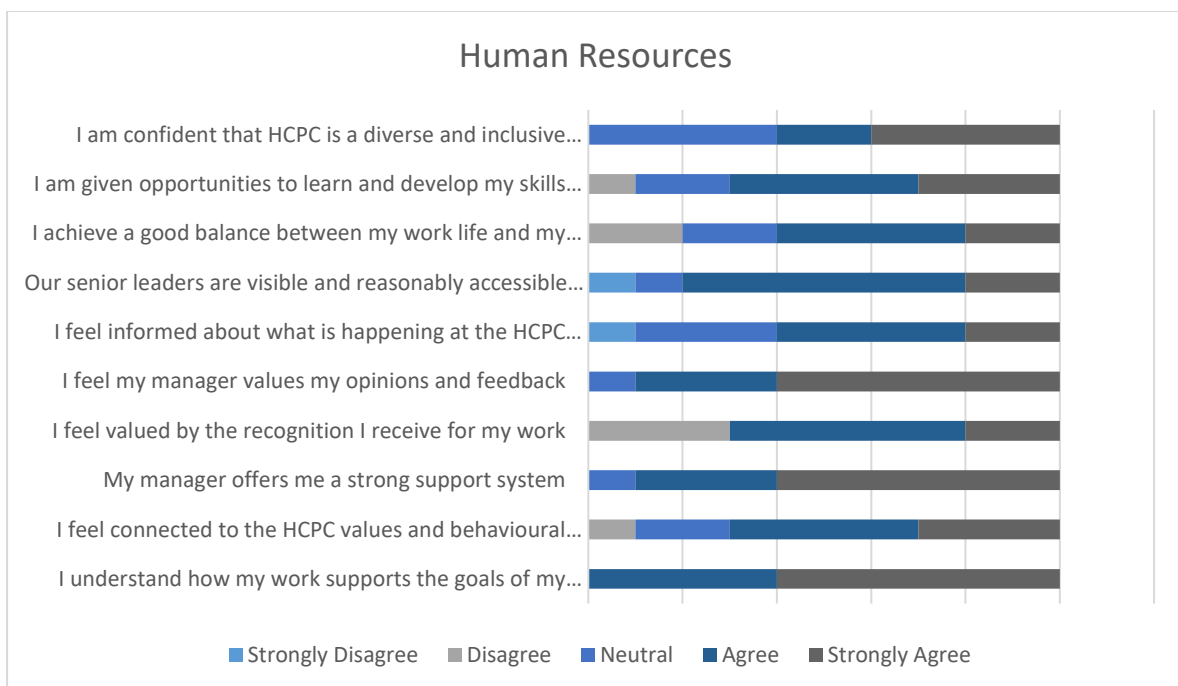


Figure 11

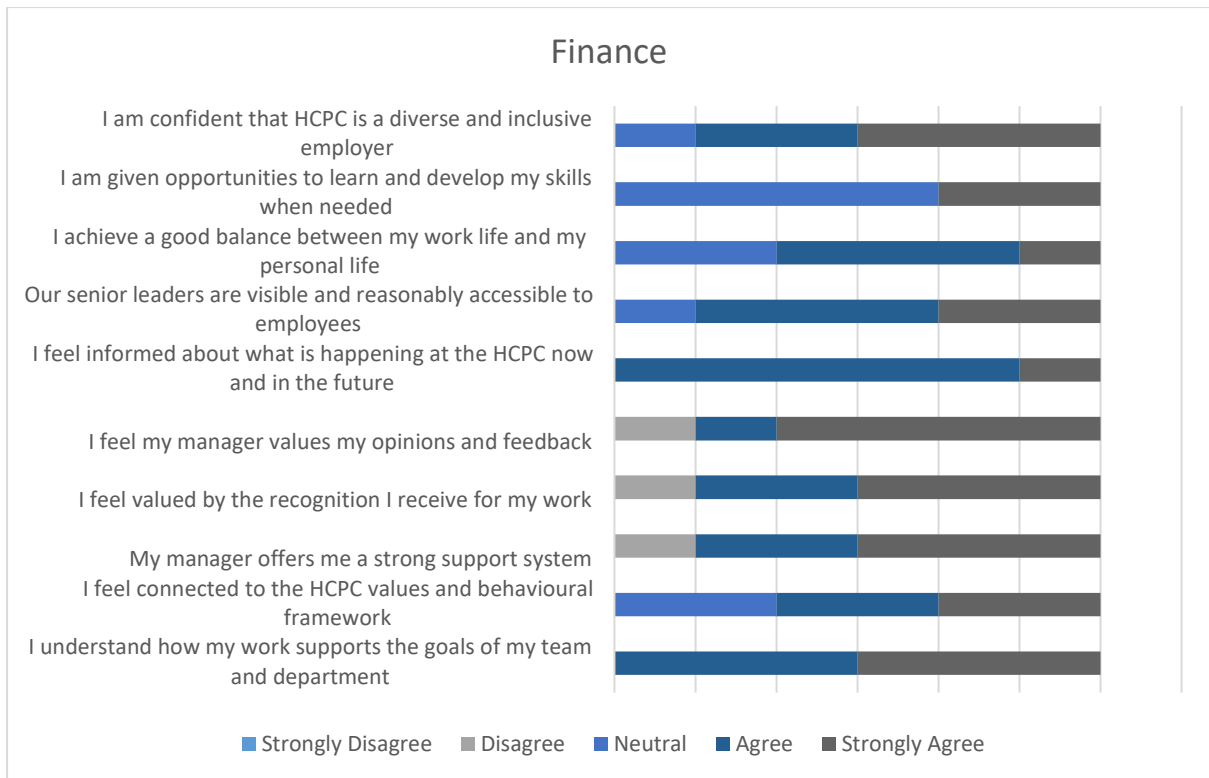


Figure 12

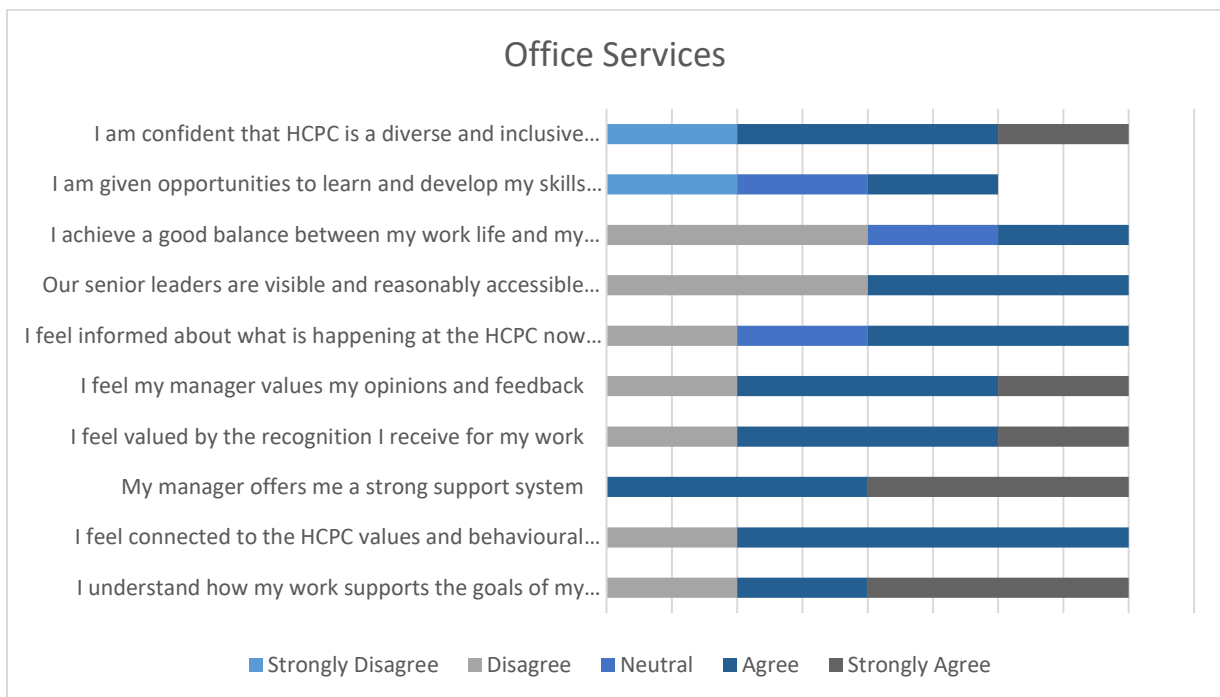


Figure 13

9.1 This department has mixed responses across different team breakdowns, however these teams in the main have been through recent change and undertake varied work therefore this could be expected. Resources and Business Performance have a number of areas of strength including

management support and understanding how their work supports the goals of the wider team.

- 9.2 An area of development includes supporting employees to achieve a good balance between work and personal life. This response appears across all teams of the department.

## CEO, Governance & Quality Assurance

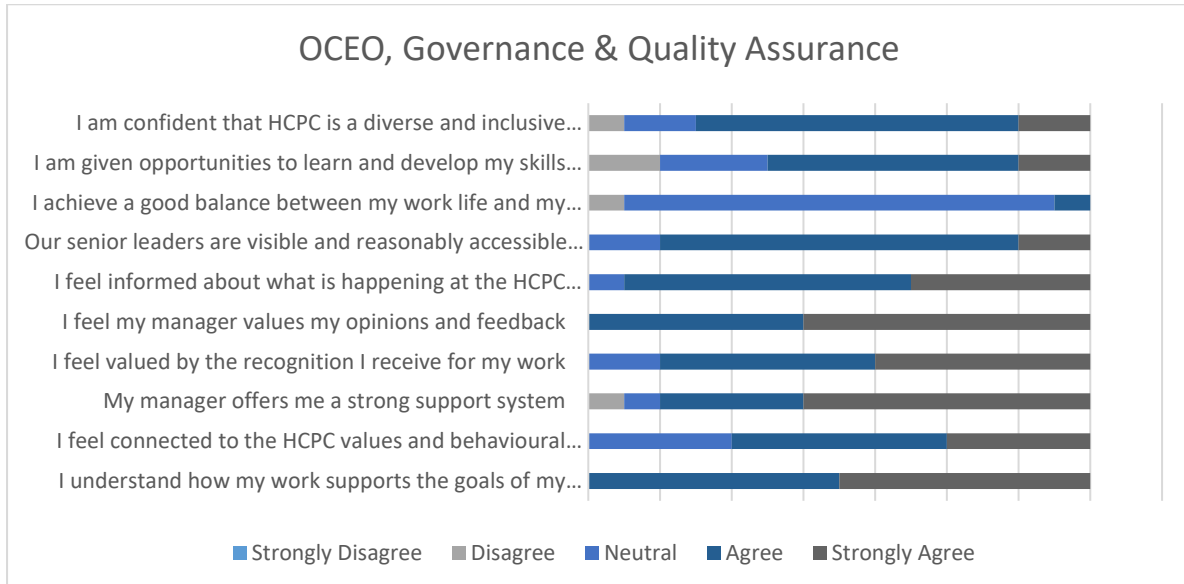


Figure 14

- 9.3 The Governance and Quality Assurance teams have positively fed back across the board. Similar to other teams, there is still findings around the work life balance as an area in which improvements can be made. The Governance and Quality Assurance teams have fed back the most positively around Senior Leadership visibility.

## 10. Wellbeing Initiatives

- 10.1 The results of the survey identified that our employees were utilising health and wellbeing initiatives and were able to make use of those made available to them at the HCPC. In the Health and wellbeing Pulse Survey which took place in late February 2021. The aims of the Health and Well-being Survey were to help identify any common factors within the organisation and generally discover how employees are currently feeling, which initiatives they mostly valued and identify new ways to support their health and well-being.
- 10.2 The diagram below (Figure 15) is a snapshot of the results of the initiatives which were most valued in February 2021.

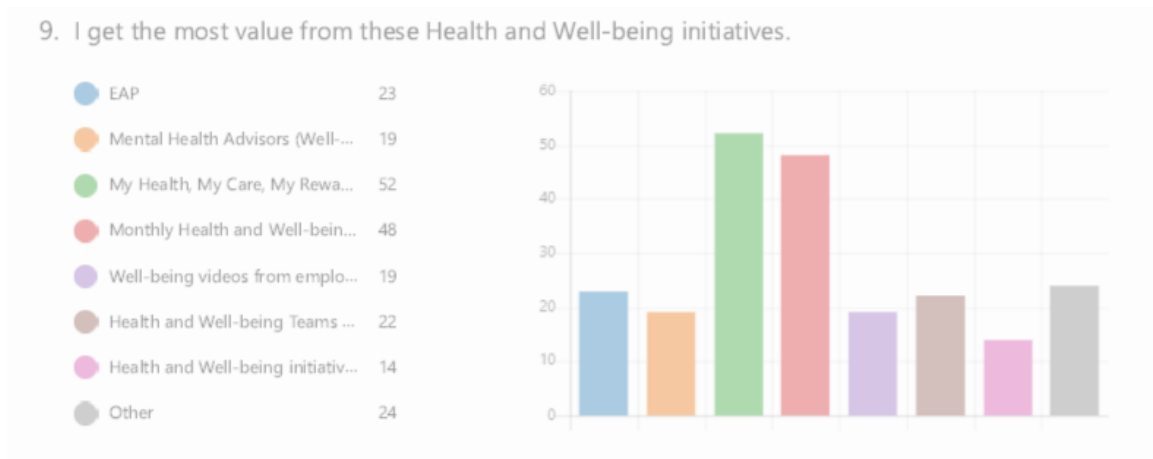


Figure 15 – Findings from February 2021.

10.3 The options for employees to report on varied slightly to the previous pulse survey, however, the Reward Gateway (My Health, My Care, My Rewards) remains a consistent valued benefit.

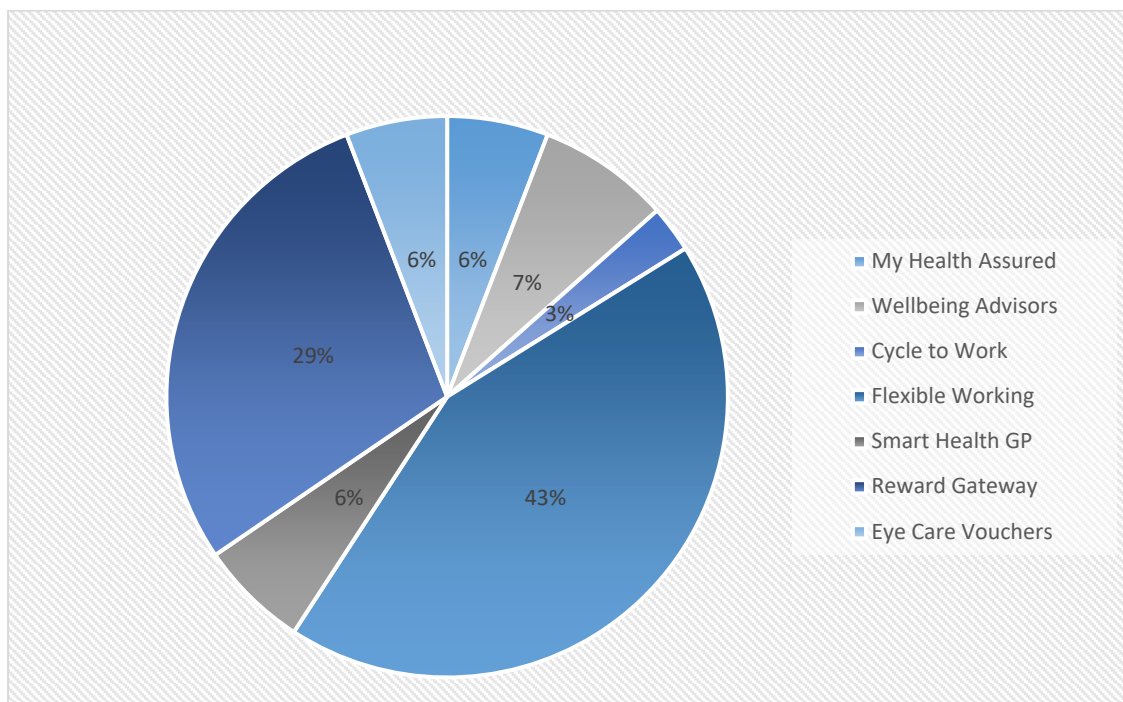


Figure 16

10.4 It is encouraging that an increased number of employees reported to benefit from the Reward Gateway.

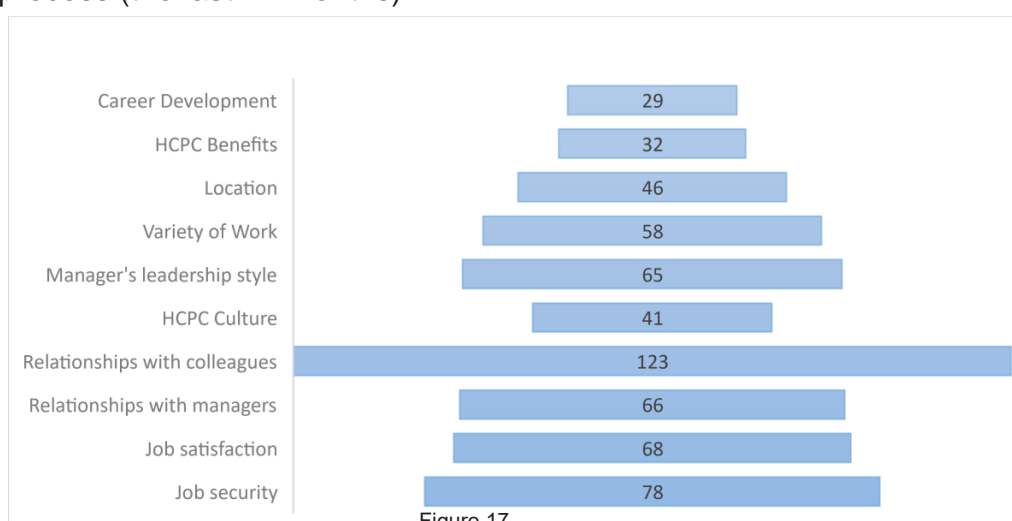
10.5 These areas have also been aligned with HCPC's values and contribute to delivering on of the priority areas of the Corporate Strategy - Build a resilient, healthy, capable and sustainable organisation.

10.6 Flexible working, and the inclusion of flexible working as a HCPC benefit remains a focused priority for the HCPC HR Team, including:

- 10.7 Hybrid Working; A hybrid working policy has been drafted and has been signed off by both ELT and the Employee Forum. The policy sets out principles to inform our approach to hybrid working. It recommends that employees spend between 20-40% of their time in the office, while recognising that different teams will have different needs. It also how specific individual employee circumstances will be considered
- 10.8 Revised Flexible Working Policy; The Policy sets out the approach to flexible working requests at The Health and Care Professions Council, it further extends to supporting flexible working as a day one right. This is currently subject to ELT and Employee Forum approval.
- 10.9 Furthermore, in Q2, additional Wellbeing Initiatives have been launched, in line with the Health and Wellbeing Framework – including the Wellbeing Roulette.
- 10.10 When reviewed in correlation with the response around feeling valued, feeling valued and recognised for the work employees can be a top driver of engagement. Recognition is an extrinsic source of motivation, which helps employees feel valued and that they are making a difference. The Executive Leadership Team may want to explore what can be done to improve perceptions of feeling valued and recognised. A simple, authentic “thank you” for a job well done from Managers and Senior Managers is a pragmatic and cost-effective way to make staff feel valued. Whilst, Managers have a role to play in understanding how their direct reports prefer to be recognised –this will ensure that reward and recognition is impactful. The HR team could provide additional training around utilising the Making a Difference Award and Social Recognition Wall on Reward Gateway. This is an existing tool which can support recognition in the workplace at the HCPC.

## 11. What do colleagues value in their current role?

- 11.1 The author was able to draw some correlation between the feedback given within the Pulse Survey and feedback received as part of the Exit Interview process (the last 12 months).



13. How would you rate the following categories in your personal experience with HCPC?

[More Details](#)

Good Satisfactory Unsatisfactory

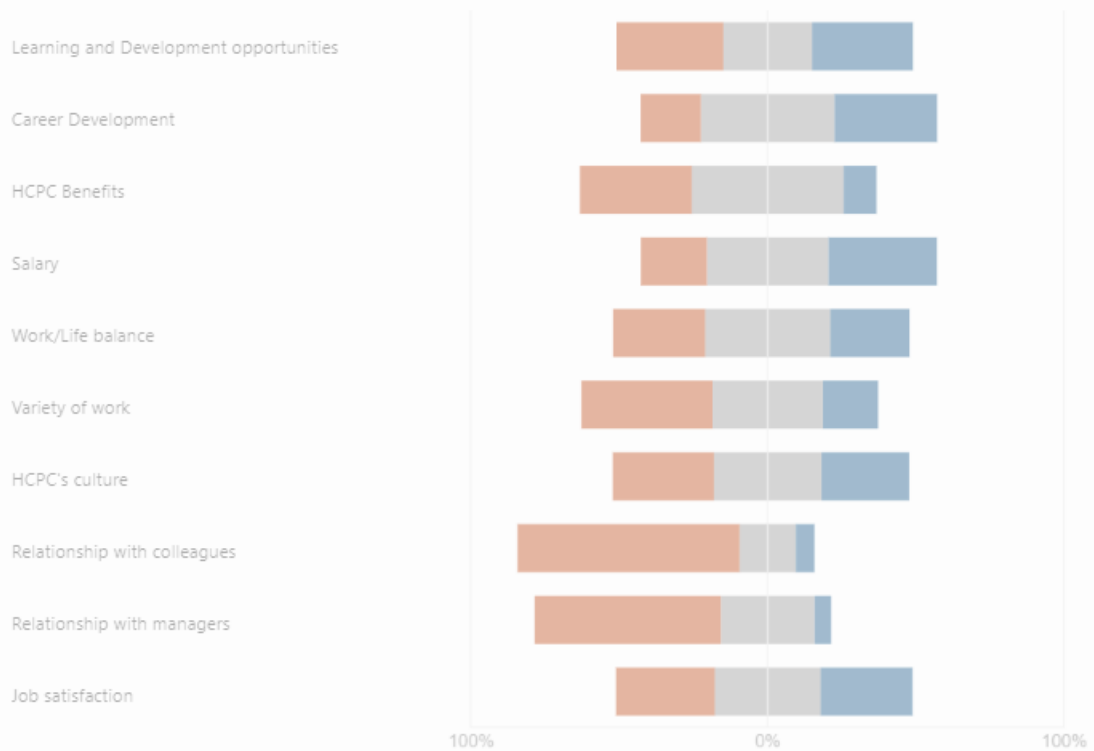


Figure 18 – Comparison from Exit Interview

11.2 There are strong consistencies around the relationships between employees and managers across both methods of feedback. Team dynamics such as relationships between peers and management contribute to the People Strategy in various ways. First, channels and practices that support compassion and fairness are influential in an innovative climate. Moreover, the extent to which employees feel able to express themselves – including to ask questions, share ideas and concerns, or talk about their mistakes. Teams which are collaborative and report having positive relationships encourage sharing opinions, regardless of whether they align with mainstream thinking. Team cohesion will assist colleagues at the HCPC to achieve the People Strategy and the Corporate Strategy, as it helps people share ideas openly and strive to be innovative. This can be developed through teambuilding activities and encouraging personal chat and supportiveness within a team’s regular work, which will now be more readily available as part of Hybrid Working.



- 11.3 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.
- 11.4 Moreover, to continue to investigate innovative ways to provide development and job enrichment opportunities, such as the Aspiring Leaders programme (launched September 2022). A HR Drop-In session could be organised to support colleagues in utilising existing processes such as delegating appropriate tasks to team members, job shadowing, secondments.
- 11.5 With the upcoming and ongoing succession and workforce planning by Business Partners and Senior Leadership, look to create opportunities for cross-functional working/projects. This will help employees stretch their skills and think creatively while also improving perceptions of collaboration and career development. Furthermore, provide stability within the organisation and maintain knowledge within our skill set.

## 12. Employee Net Promoter Score

I would recommend HCPC to my friends, family or others as a place of work

[More Details](#)

Promoters	38
Passives	58
Detractors	71

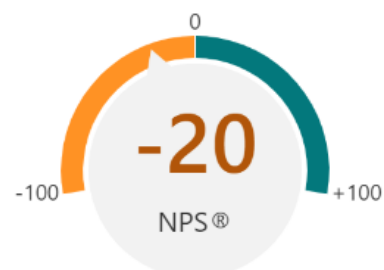


Figure 19

- 12.1 The employee net promoter score is the difference between our happiest and least happy employees. eNPS scores vary widely across industries. In the Perceptyx research database, the overall eNPS benchmark is 12. This aligns with other reports that place the average eNPS at 14 across all companies collecting employee data that measure eNPS. The average eNPS for Healthcare industries in -6.5, therefore this NPS still falls below the average however regulation does not have a direct correlation.

## 13. Equality and Diversity

- 13.1 There are no identifiable concerns with regards to the equality, diversity and inclusion data and the responses in relation to specific protected characteristics.
- 13.2 There are some areas to explore, including of those answered they disagreed with they were given opportunities to learn and develop my skills when needed

– 50% more of those respondents were female than male. Whilst the HCPC employee constitution does have a higher female: male ratio, additional support within the some of the upcoming initiatives and sharing any learnings from the Women in Leadership courses with the wider organisation may assist in the perceptions and support available to colleagues.

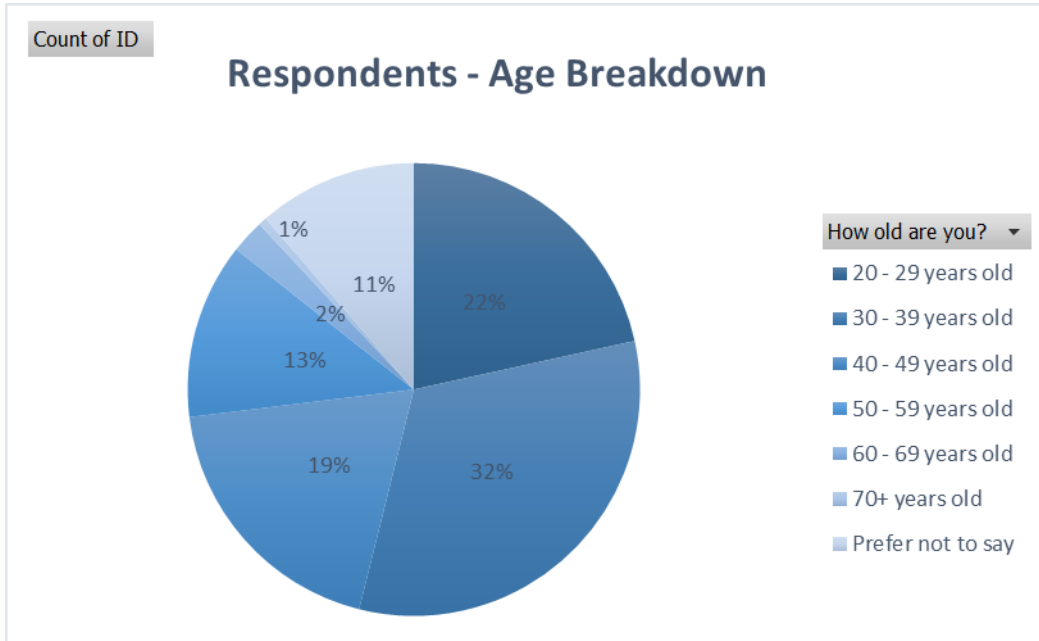


Figure 20

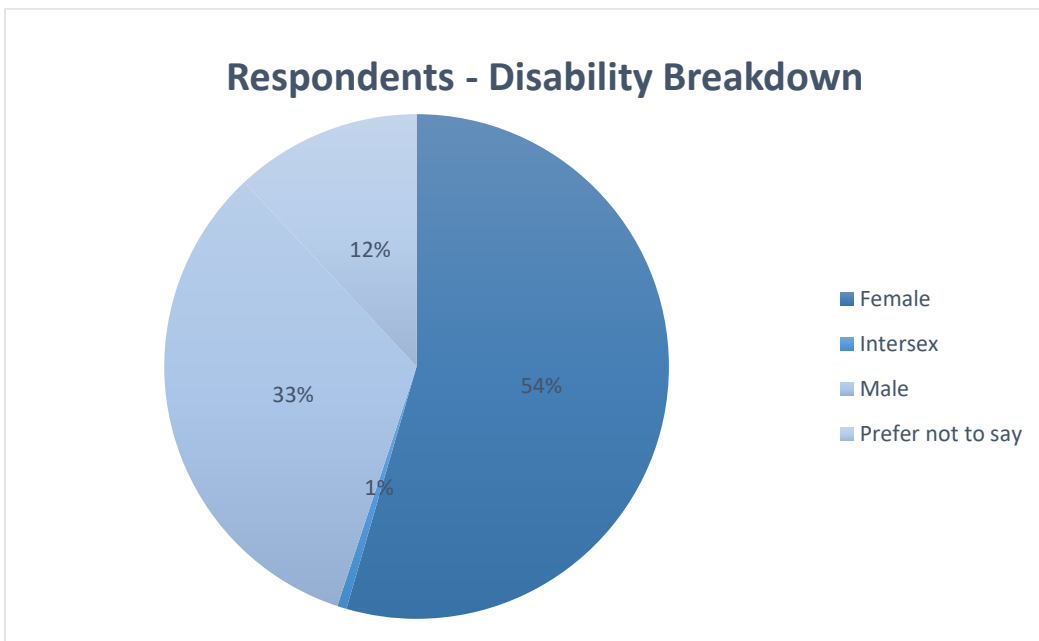


Figure 21

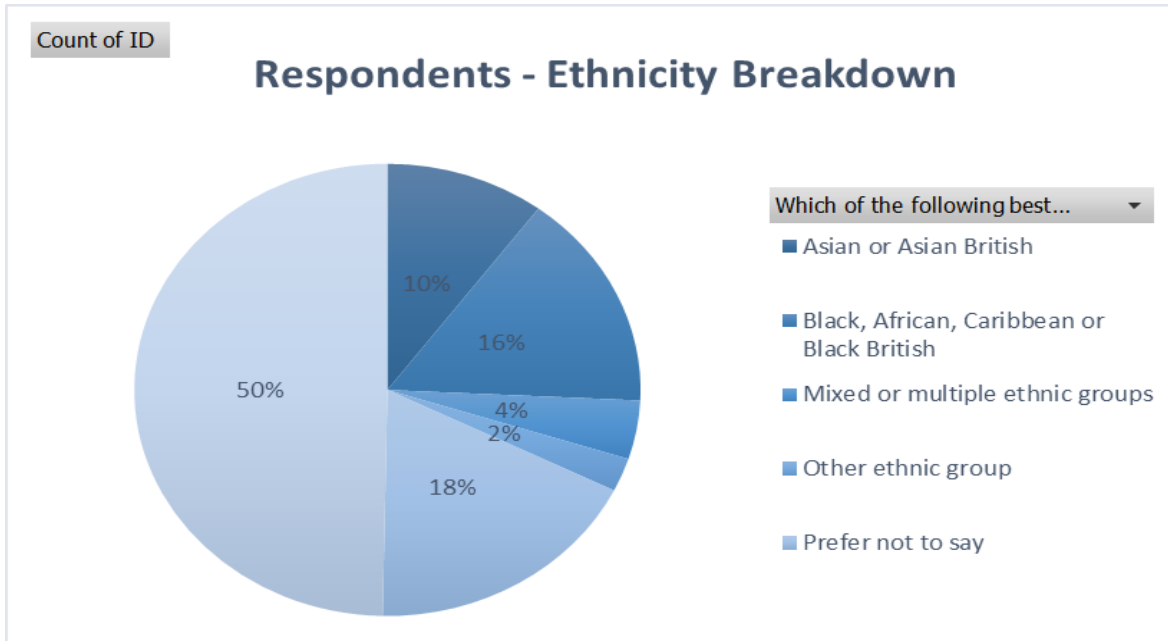


Figure 22

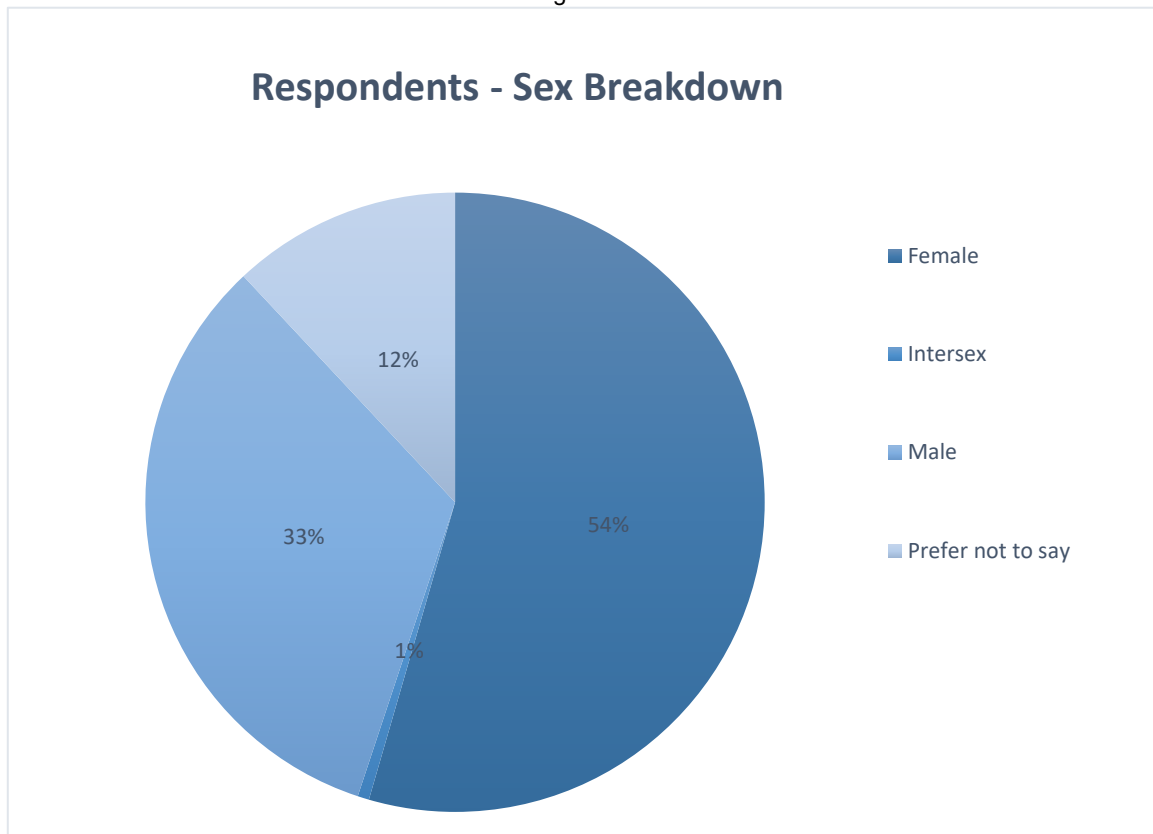


Figure 23

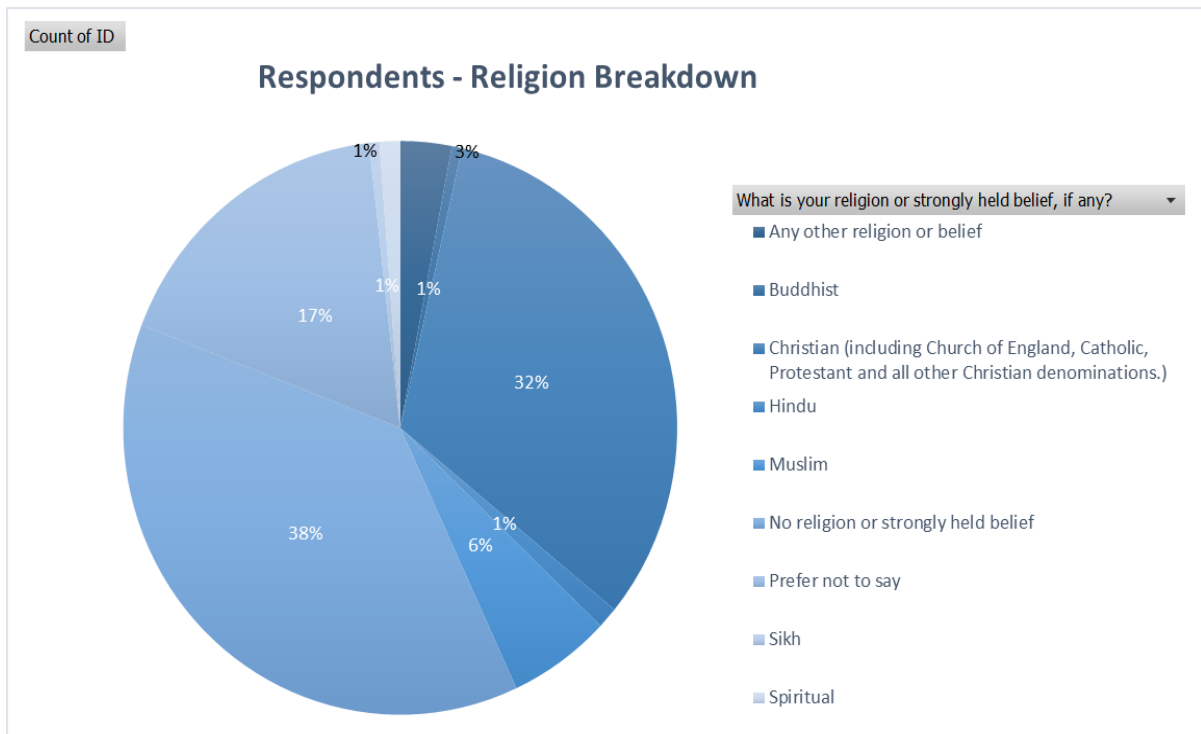


Figure 24

## 14. Findings

- 14.1 This is the first pulse survey launched in line with the new model, therefore the weight attributed to the findings may want to serve only as a benchmark. However, across the organisational feedback there are a few potential improvement areas
- Communicating about change – the rationale for decisions and the impact on employees.
  - Collaboration – teams working together and sharing ideas.
  - Communication from Senior Leaders (this is both the Senior Management Team and Heads of departments)
- 14.2 Utilising the All Employee Meetings to provide updates across the breadth of the Senior Leadership Group, this may increase the employee perception of senior leadership visibility.
- 14.3 There are two broad areas within reward that we need to address and explore further with employees and managers:
- Employees feeling valued and recognised for the work that they do
  - Career and development opportunities – managers having coaching and development conversations with their teams
- 14.4 The recent budget for the Making a Difference award has been allocated, so managers should be encouraged to utilise this where possible. In addition, sending across positive feedback to be collated by the Service and Complaints Manager which can be recognised publicly.

## 15. Dissemination of results

- 15.1 The author proposes that we share employee engagement survey results in phases, starting with high-level results being shared within an All Employee Meeting and Intranet post. Working alongside this, HR Business Partners will then filter results down to individual teams for a closer look. This will form part of our workforce planning and regular collaboration meetings to encourage utilisation of existing measures such as Reward Gateway and communication.
- 15.2 Managers should be supported to promote dialogue in their respective teams. This can be done by asking open ended questions around the findings for their department. Such as, "what was on your mind when answering this question?" or "what can the team do to help you strongly agree with this question?". There may be some marginal gains which teams can achieve in a short period of time by acknowledging the areas of discussion within their usual management support.
- 15.3 Expectations will need to be managed within the communications that an action plan will not be created off the back of every pulse survey but findings will be relied up as part of decision making. The author proposes that the following information is shared:
- Participation statistics
  - Top and bottom survey results
  - Wellbeing Initiatives