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Evidence

1. Gallup Q¹² Index
2. New Starter Employee Engagement Task & Finish Group Notes (16/10/2020)
3. New Starter Employee Engagement Task & Finish Group Notes (22/10/2020)
4. New starter sample
5. New Starter Employee Engagement Survey
6. Raw data from survey analysis
7. New Starter Employee Engagement Survey Presentation
8. HEIW Performance Dashboard
9. HEIW Employee Engagement SWOT analysis
10. Notes from meeting with Head of People & OD regarding Employee Engagement barriers (28/10/2020)
11. Overcoming barriers to employee engagement – Action plan presentation
12. Email confirming to proceed with action plan (06/11/2020)

Declaration of Authenticity

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement

Word Count: 3354

Student Name: Ruth Taylor

Student Number: 1906248

CIPD Membership Number: 55478664

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Ruth Taylor

Date: 7 November 2020

Evidence Matrix

Candidate name: Ruth Taylor				CIPD Membership/registration No. 55478664		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1906248		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG	Contributing to Employee Engagement	1.1	Example of Gallup Q ¹² Index employee engagement questionnaire	Ev1		
5AEEG	Contributing to Employee Engagement	1.2	Notes from meeting to discuss development of employee engagement survey (16/10/2020)	Ev2		
5AEEG	Contributing to Employee Engagement	1.2	Notes from meeting to discuss finalisation of employee engagement survey (22/10/2020)	Ev3		
5AEEG	Contributing to Employee Engagement	1.3	Documentation of confirmation of employee engagement staff sample group	Ev4		
5AEEG	Contributing to Employee Engagement	1.3	Copy of finalised survey	Ev5		
5AEEG	Contributing to Employee Engagement	1.4.	Copy of raw data collected from employee engagement survey	Ev6		
5AEEG	Contributing to Employee Engagement	1.4.	Presentation give to Head of People OD outlining results, conclusions and recommendations following the employee engagement survey	Ev7		
5AEEG	Contributing to Employee Engagement	2.1.	Copy of HEIW Performance Management Dashboard present at Board meeting (Sept 2020)	Ev8		
5AEEG	Contributing to Employee Engagement	3.2, 3.3	SWOT analysis carried out on Employee Engagement with HEIW	Ev9		
5AEEG	Contributing to Employee Engagement	3.2, 3.3	Notes from meeting held with Head of People to discuss barriers to employee engagement and identify CIPD project	Ev10		
5AEEG	Contributing to Employee Engagement	3.3.	Presentation of project plan to improve levels of dysfunction in Team X "Building a High Performance Team".	Ev11		

5AEEG	Contributing to Employee Engagement	3.3.	Confirmation email from Learning & OD Practitioner that are proposed action plan was accepted and approved.	Ev12		
Candidate declaration:						
Signature:					Date:	7 November 2020

LO1. Be able to assess levels of employee engagement within an organisation.

LO1.1. Identify and justify selection tools for measuring employee engagement in the organisation

Introduction

Since 23rd March 2020, Health Education and Improvement Wales (HEIW) has employed over 40 new staff. All have joined the organisation in a very different way to previous staff, having limited face to face contact with their line manager and colleagues, few visits to the main office building and adapting to a 100% working from home model. This has not only been a challenging time for these employees, but also the organisation as it has had to adapt quickly to supporting and engaging with this group of staff in a completely different way to normal. It was therefore felt appropriate to measure the levels of employee engagement in this staff group to identify if the organisation's approach was effective or whether there was room for improvement.

An NHS Wales staff survey is carried out approximately every two years with all NHS Wales staff invited to participate. The most recent survey carried out in 2018 (NHS Wales, 2018) consisted of over 100 questions covering themes including employee engagement, experience, service management, health and wellbeing, communication and team working. Whilst this approach provides an overview of the above metrics across the whole of the NHS Wales workforce, it does not provide a real time, current perspective of the employee landscape. It does, however, provide an opportunity to measure whether initiatives and changes of behaviour in the intervening period have had a positive effect or not (Gartner.com, 2018).

An annual survey can be a useful tool as it allows for year on year comparison against an agreed set of questions and can help to identify links between high and low levels of engagement and be used to set benchmarks and targets (Gartner.com, 2018). However, annual surveys tend to focus on asking quantitative rather than qualitative questions, which means organisations know what employees think, but not why they think it.

Review of the Executive summary of the NHS Wales (2018) report showed that the response rate was poor at 29%, raising the question of whether the information collected was truly representative of the workforce. A low response rate in itself can highlight to an employer that engagement in the organisation is low and fail to represent a true respondent sample (Shoobridge, 2017).

Internal pulse surveys

HEIW carry out pulse surveys throughout the year on various themes, most recently relating to health and wellbeing, home working and flexible working. These provide real time results, which reflect how the organisation is feeling at a specific time in relation to a specific scenario (BasuMallick (2019). This was important when the organisation was made aware of the national lockdown and staff would need to work from home. This pulse survey allowed the identification of staff who required equipment to ensure they could work from home effectively.

Pulse surveys allow the quick collection of data and enables the organisation to provide feedback and implement change quickly and effectively (Gartner.com, 2018). In contrast to an annual survey, pulse surveys tend to receive a higher response rate due to their being much fewer questions (Crowley, 2020).

The Gallup Q¹² (Ev1) is a well-recognised tool for measuring employee engagement, consisting of 12 questions. Its use has been shown to have a positive impact on engagement levels in both Network Rail (Employee Benefits, 2008) and NFU Mutual (Insurance Business, 2020).

1.2. Liaise with key people to plan and agree application of diagnostic tools

A task and finish group was set up (Ev2 And Ev3) where it was agreed that a pulse survey would be the most appropriate tool to measure employee engagement in the new starter group as this would allow us to target a specific staff group in relation to a specific scenario and enable the organisation to analyse, feedback and implement change quickly. This is particularly important at the current time as the organisation is due to recruit to a number of posts in the coming months and the new starter experience needs to be effective. The use of the Gallup Q¹² tool was discussed, however it was felt that this was not entirely appropriate in the context of HEIW due to the appropriateness and tone of the questions. However, the questions relating to equipment and relationships were adapted for use in HEIW.

Netigate.net (2020) highlights the importance of identifying specifically what you want to evaluate and therefore questions relating to recruitment, the onboarding process and induction were included as these processes have all changed considerably during the pandemic.

Finally, a question regarding ambassadorship will be asked, as highlighted as one of the 10 essential pillars to employee engagement (Shriar, 2015).

The above approach would be reliable, replicable and valid, an important factor to be considered when undertaking a research project (Bryman and Bell, 2015).

1.3. Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results.

34 new starters were identified (Ev4), a new starter being defined as someone who had commenced employment with HEIW between 23rd March and 31st August 2020. This would identify only those who had joined the organisation during the lockdown period and remove those who had not been in the organisation long enough to be able to provide a meaningful response to the survey. The ability to identify which directorate respondents were from was discussed to enable targeted intervention if required. However, it was felt not appropriate due to the small numbers in some directorates and the risks to anonymity. It was agreed that the survey (Ev5) would be open for one week and invitations to participate would be emailed directly to respondents.

1.4. Analyse resulting data and draw reasoned conclusions about levels of employee engagement in the organisation.

Raw data (Ev6) from the survey was analysed. 13 responses were received (38%). The results demonstrated a high level of engagement within the new starter group at 80%. 12 of 13 respondents stated that they would recommend HEIW as a place to work to others. This confirms high levels of ambassadorship, one of the 10 Essential Pillars of Employee Engagement (Shriar, 2015). 10 respondents (77%) either slightly agreed or strongly agreed to all 10 multiple choice questions, demonstrating high levels of engagement and satisfaction with the recruitment process and the support provided. However, pockets of dissatisfaction were identified in relation to line manager, network and directorate support. It is not possible to identify which areas are affected, so results from other surveys could be analysed to try and identify any problem areas as these do ask the respondent to identify their work area.

The results were presented to the Head of People & OD and recommendations made (Ev7).

LO2. 2. Be able to evaluate current organisational approaches to employee engagement.

2.1. Analyse the principal 'drivers' for employee engagement in the organisation.

The health and wellbeing of the workforce is one of the key drivers for employee engagement within HEIW. The organisation invests considerable resources into looking after its staff to ensure they remain fit and healthy and achieve their organisational objectives. Highly engaged workforces demonstrate a 41% reduction in staff sickness absence compared to less engaged workforces (Gallup, 2017). Recent sickness absence rates (Ev8) reported over the preceding year demonstrate HEIW to have a rate of 2.1%. This is considerably lower than the NHS Wales target of 4.1%. Sickness levels have continued to fall steadily since December 2019 from a peak of 4.0% to 0.8% in July 2020. Therefore, this could demonstrate that HEIW sits within the higher quartile for employee engagement and the interventions it has implemented during the COVID-19 pandemic have had a positive impact on the health of the workforce.

However, presenteeism could account for the low levels of sickness absence. Research by RAND, cited by CIPD (2020) suggests that presenteeism is driven by stress, less than optimal mental health, lack of sleep and poor financial wellbeing. It is driven by both personal and organisational factors, including deadlines, workplace pressures and family commitments (IES, 2016), all of which have become more significant in recent months.

To identify whether the low sickness figures represent presenteeism as opposed to a healthy workforce, HEIW have carried out several pulse surveys looking at the wellbeing of staff, their ability to manage their work and home lives and carry out their role effectively. Analysis of feedback has demonstrated that HEIW staff appear to be highly engaged as they are reporting to be happy and adapting well to working from home. This is reflected by the comparison of the results from the Health Needs Assessment in October 2019 (HEIW, 2019b) with June 2020 (HEIW, 2020b) - 10% increase in job satisfaction, 5% increase in those feeling work has a positive impact on their mental health and 51% having taken positive steps to stay fit and healthy. This observation is also supported by the organisation continuing to meet its quarterly objectives (HEIW, 2020c), performance being negatively affected if engagement levels are low. Therefore, it is very unlikely that the low sickness levels reported are due to presenteeism.

Whilst sickness levels are low, anxiety and stress remain the highest reason for sickness absence in the organisation, with 35% of the total sickness days (491 FTE) being attributed to this over the previous year. HEIW have taken a proactive approach to managing anxiety and stress in the workplace, having increased its effort in this area during the current pandemic. Regular pulse surveys are carried out to gauge how staff are feeling and identify what support they need. Feedback is provided using a "you said, we did model". Examples include the introduction of "cuppa catch ups" and games and quizzes to try and replicate the informal, fun elements that came with working in the office environment – a significant issue that was having a negative impact on staff. Sickness levels have continued to drop since the implementation of these initiatives, showing how this type of engagement has had a positive impact.

To support the health and wellbeing of the workforce, and another potential reason for the low sickness levels in the organisation, is the vast amount of health and wellbeing resources available to support staff. A Managing Attendance at Work policy has been implemented (NHS Wales, 2015). This policy takes a proactive approach to managing sickness absence, with emphasis on supporting people to remain in work by implementing early interventions that may prevent a sickness absence. Line managers have been given discretion to implement reasonable adjustments to enable staff to remain in work or return to work sooner. This approach to managing sickness absence is likely to have had a positive effect on sickness

levels in the organisation. Line manager training in the use of the policy has continued during the pandemic virtually to ensure it continues to be used appropriately and effectively.

The HEIW Health and Wellbeing Network has also scoped and assessed various support providers and their suitability for use in HEIW. These include financial support services, offering low interest loans and saving accounts, links to mental health support groups including Able Futures, the Employee Wellbeing Service and the Samaritans. HEIW also houses a significant amount of health and wellbeing resources that are available to the entire NHS Wales workforce to help support them during this time and beyond (HEIW, 2020d).

2.2. Assess aspects of organisational behaviour which are most likely to hinder employee engagement.

HEIW clearly defines acceptable and unacceptable organisational behaviour in its values and behaviours (HEIW, 2018). They clearly identify how we will and will not treat each other. The behaviours that are deemed not acceptable, if displayed, can have a negative impact on engagement levels in the organisation.

The 10 Pillars to Employee Engagement (Shriar, 2015) highlight the importance of recognising success and the importance that employees are recognised for the contribution they play. Failing to recognise organisation successes can have a negative impact on employee engagement as employees will feel undervalued and are unlikely to go the extra mile in future. Within HEIW, achievements are celebrated by sharing them in staff bulletins, published journal articles and receiving national awards.

Robertson Smith & Markwick (2009) discuss how lack of trust can impact negatively on engagement. This is of significant importance at the current time, with staff working from home. Line managers need to trust their staff to do what is required of them within agreed timeframes. Purcell (2010) highlights trust as one of the seven essential elements of engagement and, without it, employee engagement can suffer. Galford & Seibold Drapeau (2003) explain how a distrusted workforce will likely result in disengagement, more focus on office politics and a likely negative impact on retention. Analysis by Gallup in 2019, cited by Nink (2020), identified a clear correlation between UK worker engagement and their level of trust in management and leadership. The higher the trust, the higher the engagement. Lack of trust can result in low engagement and manifest itself in low productivity and performance. Within HEIW, trusting relationships between line managers and employees is essential, with emphasis on the value “Respect for All” and that people should be trusted to do their jobs. Workplace relationships are measured frequently via pulse surveys to identify any issues and line manager training is also provided.

Deloitte (2016) highlights how a fair, inclusive and diverse workforce is a contributory factor to ensuring a positive working environment, with research showing that only 11% of organisations have a highly inclusive workforce and 1 in 4 millennials citing being treated fairly as the most important contributory factor to supporting business success. This demonstrates how organisations failing to recognise the diversity of their workforce and the contribution individuals from different backgrounds can bring, will have a negative impact on engagement levels. HEIW have recently published a Strategic Equality Plan (HEIW, 2020e) with the aim to increase diversity and inclusion in the workforce and recognise the value this contribution it can bring.

LO3. Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

3.1. Review external studies of employee engagement to identify relevant best practice.

MacLeod and Clarke's (2009) Engage for Success report demonstrates how workplace engagement can be key to enhancing productivity and transforming the working lives of employees. Taking positive steps to encourage the workforce to perform at its best should be central to any business strategy. The report highlights four enablers to employee engagement and, when implemented effectively, can have a positive impact on engagement levels in the organisation. The four enablers are:

- Leadership
- Engaging managers
- Voice
- Integrity

Organisations with a clear vision, supported by a robust narrative and a cross organisational understanding of how each member of the workforce contributes, will have a positive impact on business outcomes. Managers play a significant part in developing a positive working culture. They should empower their staff and enable them to develop, whilst showing appreciation and respect.

Employee voice is equally important. Employee views should be sought on issues affecting them. Employees should feel listened to and recognise that the organisation respects and values their views. Organisations should clearly demonstrate how employee opinions matter and that they do make a difference to the way the business operates.

Integrity in organisations is an important factor and businesses should behave consistently with its values, enhancing trust throughout the workforce.

Edwards's (2018) Bridging the Gap paper is based on extensive research and discusses how the organisational approach to employee engagement should understand the difference between job engagement and organisational engagement and how they impact on organisational outcomes.

Job engagement is driven by roles that are challenging, contain variety enabling the post holder to use multiple skills and offer autonomy and the opportunity to contribute. Recruitment processes should identify individuals with shared values to the organisation and all processes should be followed fairly and transparently, involving frequent, open communication. There should be a perceived perception of line manager support and a positive approach to 2-way communication. These drivers should lead to positive outcomes in relation to job satisfaction, improved performance and higher retention rates.

Organisational engagement is driven by a perception of fairness across the organisation and in its policies and procedures, supported by transparency and behaviours that increase levels of trust. It is also driven by a shared vision and the commitment by the workforce to achieve it. The vision and ultimate aim should be embedded into the organisation and involve all levels of staff. The outcomes seen will be behaviours of individuals that fall outside of their job role, eg. going the extra mile and supporting colleagues in difficulty.

It is therefore important to identify what type of problem is being encountered and identify whether this is likely as a result of job or organisational engagement. Identifying what engagement means to the

organisation will allow the identification of a unique set of drivers that, when combined, will contribute holistically to engagement levels.

3.2. Identify potential barriers to acceptance of employee engagement strategies and liaise with key people about how these may be overcome or minimised.

And

3.3. Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice.

A SWOT analysis (EV9) was completed by a colleague and I and discussed with the Head of People & OD (EV10) with a focus on the most significant barriers the organisation faces with regard employee engagement. This identified two barriers, dysfunction in a small proportion of teams and silo working. Both of these have been impacted by the COVID-19 pandemic, with staff working from home and the opportunities to communicate effectively have been diminished.

Silo working has been a common occurrence during the pandemic due to teams working from home and spending considerably more time communicating with themselves than with other areas of the business. This can lead to inefficiencies and make it extremely difficult for teams to work together and support each other (Lanier, 2020). Within HEIW, “Together as a Team” is one of its three values and pulse surveys and observations over the last six months have demonstrated that the organisation is moving back towards the silo working seen when HEIW was originally formed in 2018 and away from its core value.

Research by Gartner cited by Arlington (2020) revealed that 41% of remote workers did not feel connected with their colleagues. This can be evidenced by the withholding of information and failing to share goals, information and priorities with other teams. It is therefore important that all teams are involved in goal setting discussions to ensure they understand the role each other play in achieving shared aims and how the teams interlink with each other.

HEIW made attempts to counteract silo working by hosting several staff events, with the intention to bring teams together to work on projects with a shared aim. Further details are outlined in the discussion held with Foula Evans (EV10). This demonstrates how HEIW are acting on what the employees are telling them and are taking steps to bring teams back together.

Dysfunction within a minority of teams has also been identified as a significant barrier to engagement within HEIW. Evidence from pulse surveys, feedback from managers and employees and general observations have highlighted this problem. If teams can understand their dysfunctions and change their behaviours, trust and confidence will improve, the team will become more effective, leading to a positive impact on the overall organisation and its engagement levels (Thensomehow.com, 2020).

When addressing dysfunctional teams, HEIW uses Lencioni’s 5 Behaviours of a Cohesive Team Model (Lencioni, 2019), focusing on addressing absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. Each behaviour builds upon the previous and supports the others. The programme is facilitated by an external provider and supports the team to understand what they are doing, how they are doing and how barriers can be overcome together (DiscProfile.com, 2020). Baseline psychometrics are completed, consisting of questions and 1:1s relating to each behaviour to identify the barriers to team working and provide an external, objective, non-biased view of individuals. This can help to build teams that can work together effectively and productively (Belbin, 2020).

Within HEIW, the process involves three workshops:

1. Baseline psychometric testing and 1:1 interviews
2. Development of recommendations and action plan
3. Measure success and reflection

The facilitator uses feedback from each workshop to influence their bespoke approach to breaking down barriers and moving the team forward.

A colleague and I were asked to develop an action plan to address the dysfunction in Team X, using the above approach (Ev11). The plan was presented to the Learning and OD Practitioner and approved (Ev12)

The process is continuously evaluated using Kirkpatrick's 4 Levels of Training Evaluation Model (Kirkpatrick Partners, 2020). This model consists of 4 levels of evaluation; reaction, learning, behaviour and results. This method allows the user to objectively analyse the impact of the training provided and what learners have gained from the experience (Mindtools, 2020). The model focuses on identifying how engaged learners are in the programme (Level 1) and understanding what they have and haven't learned and how they may do things differently in future (Level 2). Level 3 focuses on behaviours and how they positively change going forward. Finally, level 4 refers to results and how the training has impacted on organisational and team outcomes, demonstrating a good return on investment.

For this approach to work, it is important that all team members are invested in the process and work together as a team to develop an action plan, which is owned equally by each member.

Supporting a team to overcome their barriers within each area, will build a stronger, more cohesive team, which engage with each other more effectively, in turn having a positive impact on overall organisational engagement and performance levels, demonstrating a positive return on investment.

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Evidence 1

The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

From www.gallup.com

Evidence 2



New Starter Employee Engagement Task and Finish Group

Friday 16th October 2020

In attendance:

Foula Evans (FE)	Head of People & OD
Jeremy Ashdown (JA)	Learning & Development Practitioner
Ruth Taylor (RT)	Careers & Widening Access Advisor
Emma Carrington (EC)	Health & Wellbeing Project Officer

1. Purpose

The group met to discuss the feasibility and appropriateness of carrying out a new starter employee engagement survey. There have been a number of new starters since the implementation of the national lockdown on 23rd March, all of which have joined the organisation in a virtual way. The approach the organisation takes to welcoming new starters along with the induction programme has had to change considerably, with more emphasis on individual teams and line managers to make the process as smooth as possible and ensure that their new staff feel comfortable and welcome in the new, unfamiliar environment. With lockdown restrictions being in place for over six months, it was agreed that now would be a good time to measure how our new starters are engaging with the organisation and identify any areas of concern or improvement.

2. Discussion

The group discussed the merits of this data collection exercise and agreed it would benefit the organisation hugely as they have yet to measure employee engagement within the new starter group, having only assessed organisation wide levels and not a specific demographic. This information will measure the experience employees have had over the first few months in post as well as the quality and effectiveness of the line manager-employee relationship. With health and wellbeing being of paramount importance at the moment, new starters should also be asked questions in this area. It was also agreed that this survey could be replicable in future, allowing the organisation to continually monitor the experience of new starters.

3. Plan

It was agreed that the sample size will consist of new starters who commenced their role between 23 March and 31 August 2020. This will capture all new starters who joined the organisation during the COVID pandemic lockdown. It was felt not appropriate to survey staff who have been in the organisation for less than 6 weeks as they will still be settling in. JA has agreed to identify the sample of staff and share with RT and EC.

RT and EC will identify a number of potential questions for the survey, making use of Gallup's¹² Questions, the workplace experience questions from the recent HNA as well as some free text questions allowing the collection of suggestions for improvement etc. These will be shared with JA and FE for final approval before development of the survey.

It was agreed that JA, RT and EC will meet early next week to finalise the survey implementation plans and timeline for activating the survey, analysis, conclusions and making recommendations.

Agreed Actions

- JA to identify all new starters for the period 23 March – 31 August 2020.
- RT & EC to identify potential survey questions
- JA, ET & RT to meet early next week to agree next steps.

Evidence 3



New Starter Employee Engagement Task and Finish Group

Thursday 22nd October 2020

In attendance:

Ruth Taylor (RT)	Careers & Widening Access Advisor
Foula Evans (FE)	Head of People & OD
Jeremy Ashdown (JA)	Learning & Development Practitioner
Emma Carrington (EC)	Health & Wellbeing Project Officer
Rachel Mort (RM)	People Administrator

1. Purpose

The group met to discuss the potential Gallup Q¹² questions and additional survey questions (line manager relationship questions from the recent HNA and free text questions allowing the collection of suggestions for improvement etc.) identified by RT and EC. However, FE felt that the majority of the Q¹² were not fit for purpose within HEIW and would not produce the data required. Also, the language and tone differed considerably to previous HEIW surveys.

JA produced a selection of potential questions and it was noted that these reflected some of the Gallup Q¹² (Q1 - D, E, F, G and H) and previous HEIW surveys (Q1 – E, F, G and H). It was agreed that a shorter questionnaire would produce targeted intervention results and not overwhelm employees, as there are currently many organisational surveys in circulation. The attached survey was agreed by all.

It was agreed that the sample size will consist of new starters who commenced their role between 23 March and 31 August 2020, which captures all new starters who joined the organisation during the COVID pandemic lockdown. It was agreed not appropriate to survey staff who have been in the organisation for less 6 weeks, as they will still be settling in and real-time data may be affected. It was also agreed to discount agency workers as their experience will have been different to that of permanent staff.

We discussed asking respondents to confirm which directorate they worked in so targeted intervention could be taken if necessary. However, due to the small sample size in some directorates, it was agreed that this was not appropriate due to the risks associated with participants anonymity and confidentiality.

RM agreed to identify the sample of staff and share with RT and EC. It was agreed that RT will produce the survey on JISC and send a copy to EC and RM to circulate to participants via their e-mail addresses, to ensure new recruits are targeted directly. Completed surveys will be sent to the people team inbox to ensure anonymity and confidentiality. It was also agreed that a communication update will be added to the HEIW intranet to highlight that the survey had been circulated to target new starters between 23 March and 31 August 2020.

It was agreed the survey will be activated by the People Team on Monday 26th October and remain open until Tuesday 3rd November. RT and EC will meet on 4th November to analyse results, draw

conclusions and making recommendations. A further follow-up meeting will be arranged with the People Team to discuss the results.

Agreed Actions

- RM agreed to identify the sample of staff and share with RT and EC.
- RT will produce the survey on JISC and send a copy to EC and RM to circulate to participants via their e-mail addresses, to ensure new recruits are targeted within the organisation.
- The survey will be activated by the people team on Monday 26th October and remain open until Tuesday 3rd November.
- RT and EC will meet on 4th November to analyse the results, draw conclusions and make recommendations.
- A further meeting will be arranged with the People Team to discuss the results.

Appendix 1



New Starter Employee Engagement Survey

Welcome to HEIW, and we hope that you are settling into your new role. At HEIW, we place a large importance on welcoming new staff to the organisation and helping them to feel settled as quickly as possible.

This is even more important this year, where colleagues like yourself have joined us in these highly unusual circumstances where we are all working from home. We have already made some changes to the way that we welcome staff. We have created a newcomer's network, and have revisited our induction programme, making sessions more interactive over three bite-sized sessions.

We appreciate there is still more for us to do, and we would like you to be open and honest in sharing how you feel about home working and HEIW. Your views and opinions are vitally important and will help us to build on the momentum we have already made.

This survey is confidential and should take you no longer than five minutes to complete. You may leave your details if you would prefer to do so and we will contact you to offer further support. If you would prefer to talk to us, please contact us at any time via HEIW.Organisational_Development.wales.nhs.uk.

Thank you / Diolch.

No	Question	Strongly disagree	Slightly disagree	neither	Slightly agree	Strongly agree
1.	I am satisfied with:					
a)	the recruitment processes					
b)	the information and support that I received in my first week at HEIW					
c)	the services and functions that HEIW provides					
d)	my office laptop and email account					
e)	my support networks (Colleagues, fellow new starters)					
f)	the help and support from my line manager					

g)	advice and support from my team colleagues					
h)	peer support within the directorate					
i)	the HEIW Induction					
j)	the HEIW Newcomers Network					

If you have selected 'Strongly Disagree', or 'disagree' please let us know why you have chosen this option

Please use this open text box to give us further feedback and suggestions.

2. What could have made your start to HEIW better?

3. Would you recommend HEIW as a place to work to others? Yes / No / Not sure.

If you have selected 'No' or 'Not Sure', please let us know why you have chosen this option.

4. Please use this box to add any additional comments not covered above.

We would be happy to provide further support (optional). Would you find this helpful? Yes / No.

Name		Contact No/Email	
------	--	------------------	--

Thank you for your time
Diolch yn Fawr iawn.

Evidence 4

New Starters Info HEIW

Source Data: ESR

New Starters Info HEIW	Total
Mar-20	3
Apr-20	4
May-20	5
Jun-20	3
Jul-20	10
Aug-20	9
Total	34

Directorate (HEIW staff contracts)	Total
Medical	19
Workforce & Organisational Development	5
Finance	2
Nursing	5
Executive Office	3
Total	34



New Starter Employee Engagement Survey

Page 1

New Starter Employee Engagement Survey

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This is even more important this year, where colleagues like yourself have joined us in these highly unusual circumstances where we are all working from home. We have already made some changes to the way that we welcome staff. We have created a newcomers network, and have revisited our induction programme, making sessions more interactive over three bite-sized sessions.

We appreciate there is still more for us to do, and we would like you to be open and honest in sharing how you feel about home working and HEIW. Your views and opinions are vitally important and will help us to build on the momentum we have already made.

This survey is confidential, and should take you no longer than five minutes to complete. You may leave your details if you would prefer to do so and we will contact you to offer further support. If you would prefer to talk to us, please contact us at any time via HEIW.organisational_development@wales.nhs.uk

Thank you / Diolch.

Health Education and Improvement Wales (HEIW) Consultation and Surveys Privacy Notice

Please click [here](#) to view HEIW's Consultation and Surveys Privacy Notice.

I am satisfied with... * Required

Please don't select more than 1 answer(s) per row.

Please select at least 10 answer(s).

	Strongly disagree	Slightly disagree	Neither	Slightly agree	Strongly agree
the recruitment process	☐	☐	☐	☐	☐
the information and support I received in my first week at HEIW	☐	☐	☐	☐	☐
the services and functions HEIW provides	☐	☐	☐	☐	☐
my office laptop and email account	☐	☐	☐	☐	☐
my support networks (colleagues, fellow new starters)	☐	☐	☐	☐	☐
the help and support from my line manager	☐	☐	☐	☐	☐
advice and support from my team colleagues	☐	☐	☐	☐	☐
peer support within the directorate	☐	☐	☐	☐	☐
the HEIW induction	☐	☐	☐	☐	☐
the HEIW Newcomers Network	☐	☐	☐	☐	☐

If you have selected 'strongly disagree' or 'disagree', please let us know why you have chosen this option.

Please use this open text box to give us further feedback or suggestions

What could have made your start at HEIW even better?

Would you recommend HEIW as a place to work to others? * *Required*

- ☐ Yes
- ☐ No
- ☐ Not sure

Please let us know why you have chosen this option * *Required*

Please use this box to add any additional comments not covered above.

The People Team would be happy to provide further support (optional). Would you find this useful? * *Required*

☐ Yes

☐ No

Please provide your name and details of preferred contact method.

Final page

Thank you for your time

Diolch yn fawr iawn

Evidence 6

Respondents

13

I am satisfied with...

	Strongly agree	Slightly Agree	Neither	Slightly disagree	Strongly disagree			
The recruitment process	10	2	1					
The information and support I received in my first week	11	1	1					
The services and functions HEIW provides	12			1				
My office laptop and email account	12			1				
My support networks	10		1	2				
Help and support from my line manager	10	1		2				
Advice and support from team colleagues	10	2	1					
Peer support within the Directorate	9	3		1				
The HEIW induction	7	5			1			
The HEIW Newcomes Network	6	4	3					
Engagement score	194	18	0	-7	-2	Total	Max	%
						203	260	78%

	Yes	No	Not sure
Would you recommend HEIW as a place to work to others?	12		1
Engagement Score	24	0	1

Total	Max	%
25	26	96%

Overall Totals	Total	Max	%
	228	286	80%

Free text comments

Question	Response
2. If you have selected 'strongly disagree' or 'disagree', to any of Q1 please let us know why you have chosen this option.	I am leaving after 5 months because of lack of support from my manager
3. Please use this open text box to give us further feedback or suggestions	I have found the whole process to be great. All the information and support I've needed has been fully available and communication has been excellent throughout the whole process of starting within HEIW.
	Really good introduction to HEIW - of note - the fact that I had a laptop and working email on day 1 was quite simply amazing.
	Excellent support, always someone available if you need anything The services and functions are the best i have had when starting a new role Laptop/email was faultless. All ready and waiting for me.
4. What could have made your start at HEIW even better?	Not being in lockdown.
	Information about where to find our who is who when working remotely
	Maybe a dedicated individual who you could ask questions to, things you don't want to bother your line manager with. A who is who, not just of the board or the execs, but the people you are more likely to have any interaction with
	If access to the relevant sharepoint and systems was setup during my first week. I had to wait for a fortnight and this restricted what tasks I was able to perform
	A pack containing information about different teams and what services they deliver.
	Everything is more difficult remotely so don't think there could be anything else
	Covid has made things more challenging but everyone has been most welcoming. More advance notice to any essential induction/training events is helpful given that I work full time in my other role as a GP
	To spend time at the office with colleagues, but because of Covid, this has not been possible.
	I don't know that anything could have, to be honest!
	I thought the start was welcoming - the difference would have been to come into Ty Dysgu - but the virtual start was well organised.
	Maybe if it was a little slower. It's a busy office and no time to get bearings. Straight in and expected to work at a level that may take others a few weeks to get used to their surroundings.
6. Please let us know why you have chosen this option (in response to Q5)	Because of the reason for leaving - lack of support from my manager when I needed it most
7. Please use this box to add any additional comments not covered above.	The induction was well thought out and delivered well. I enjoy attending the newcomer meetings. I feel that my team have made me feel welcome and have been very supportive of me.



HEIW New Starter Employee Engagement November 2020

Emma Carrington & Ruth Taylor

Introduction

- Since 23rd March 2020, (HEIW) has employed over 40 new staff.
- All have joined the organisation in a very different way to previous staff:
 - limited face to face interaction with their line manager and colleagues
 - few visits to the main office building
 - Adapt to an almost 100% working from home model.
- Organisation has needed to adapt recruitment, onboarding and induction processes

Are we getting this right?



Method

Definition of a “new starter”

Someone who has joined the organisation between 23rd March and 31st August 2020

- Sample size = 34

Measurement tool

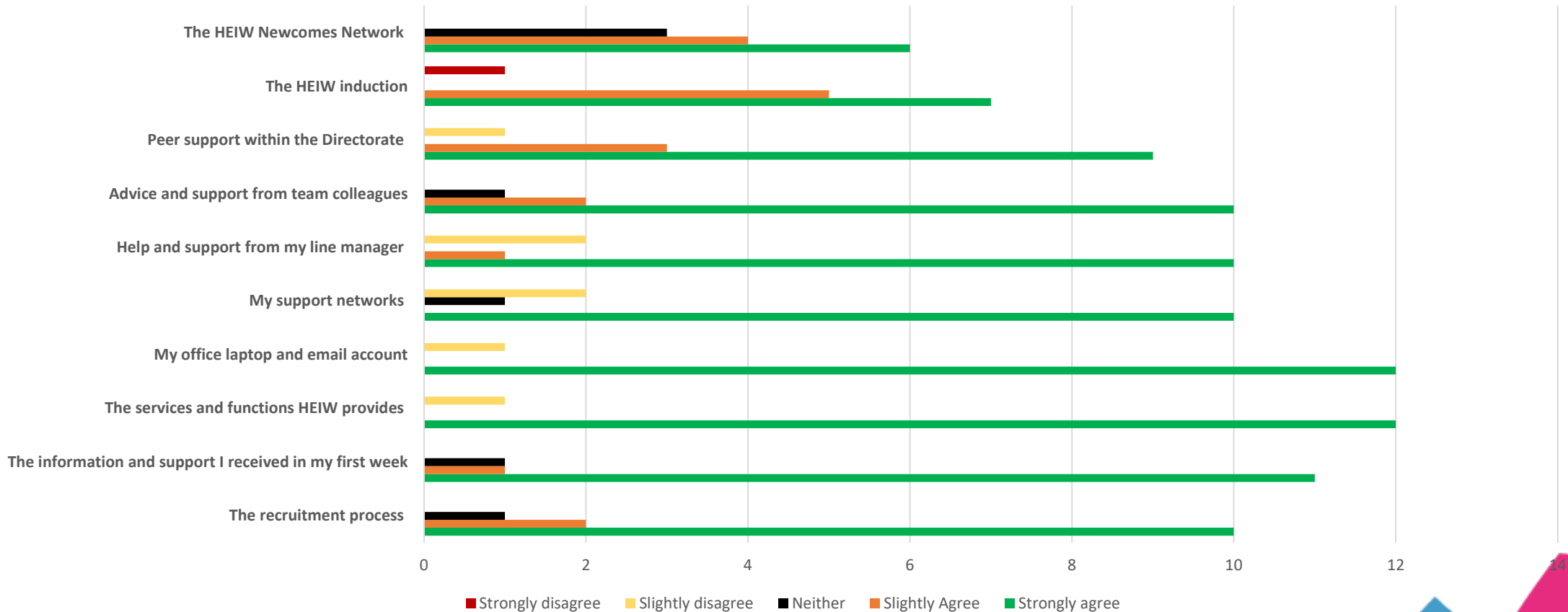
- Pulse survey consisting of 8 questions relating to new starter experience:
 - Recruitment
 - Onboarding
 - Workplace relationships
 - Equipment
 - Induction
 - Ambassadorship
- Survey open for 1 week



Results

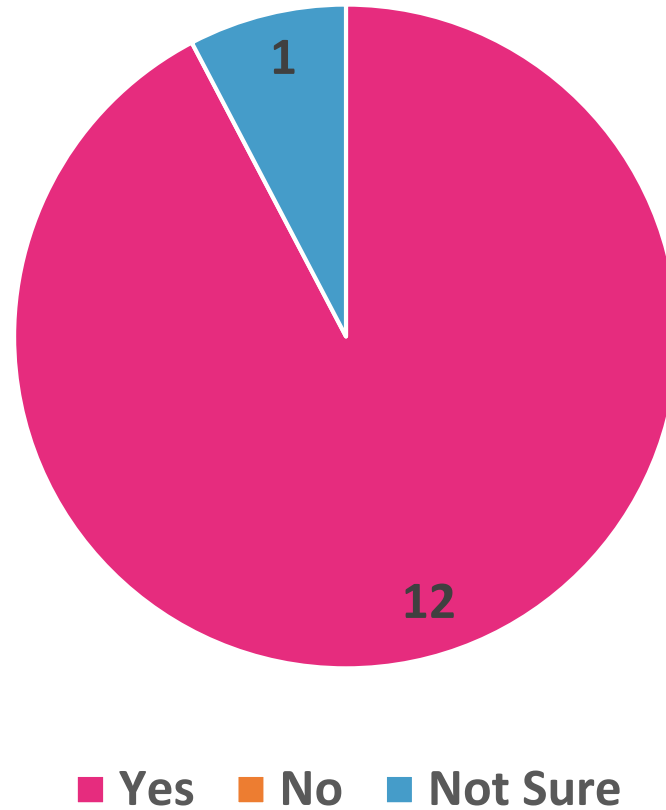
Respondents = 13 (38%)

I am satisfied with...



Results

Would you recommend HEIW as a place to work?



Free text comments

- 3 respondents stated that their experience could have been improved if it weren't for COVID
- 3 respondents stated that they would have liked more information available to them:
 - Whose who
 - Where to find information
 - Single individual to ask questions
- 1 respondent stated that they felt expectations were too high
- 4 responses highlighted good support and excellent communication
- 2 respondents stated that they did not feel supported by their line manager (slightly disagree)
- 3 respondents were neither satisfied or dissatisfied with the induction process
- 2 respondents stated that they did not feel supported by their networks (slightly disagree) with 1 stating they did not agree or disagree.



Conclusions

Engagement levels within the New Starter Group are high, with an overall engagement score of 80%

- 10 (77%) respondents strongly agreed or slightly agreed with all 10 multiple choice questions
- 12 (92%) respondents would recommend HEIW as a place to work to colleagues
- There are pockets of dissatisfaction with regard line manager, network and directorate support
= 2 respondents



Recommendations

- Repeat survey in three months' time with next cohort of new starters
- Extend survey time to 2 weeks (not over holiday period) to increase uptake
- 4 respondents provided their details – People Team to make contact to discuss their answers to identify areas of good practice and concern
- Share identified good practice from follow up interviews and survey with line managers
- Identity ways in which information could be more readily available
 - Whose who
 - Identify individual in team as single point of contact for questions
 - Signposting to where to find information
- Review induction and the new comers network to identify opportunities for improvement



Evidence 8

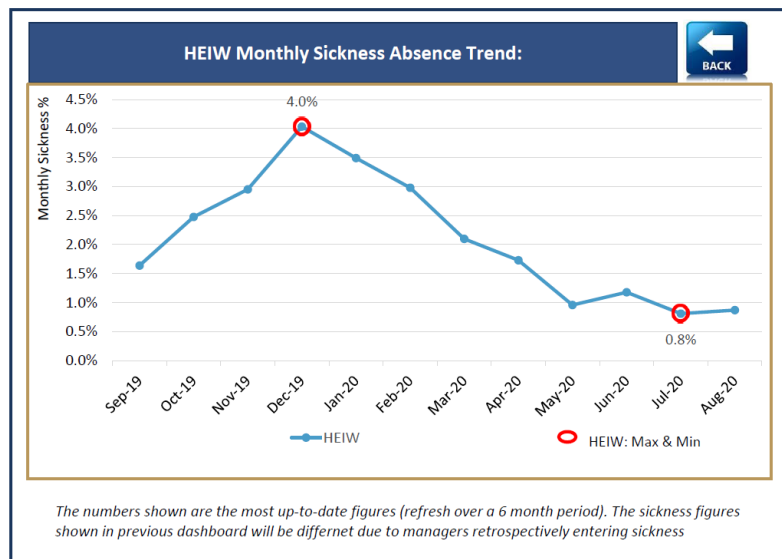
Health Education and Improvement Wales Performance Dashboard (2020/21)



GIG
CYMRU
NHS
WALES

Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)





(HEIW, 2020a)

Evidence 9

SWOT analysis of employee engagement in HEIW – October 2020

Strengths	Weaknesses
HEIW has a clear set of values that are linked to its employee engagement activities - “Together as a team, Respect for all & ideas that improve” The organisational values form part of all HEIW policies and approaches to engagement activities.	Budget constraints due to welsh government funding Scrutiny is required when implementing initiatives to increase employee engagement and the cost involved.
Flexible Working / Work Life Balance/Health & Wellbeing Ensure policies are in place to support employees, which are fair and consistent and available to all staff, ensuring staff are supported to be the best they can be under their individual circumstances.	Differing T&Cs between Cardiff University TUPE'd staff and NHS Wales staff. Dysfunctional teams, leading to • lack of trust • micromanaging • poor performance • Inter-team conflict • Lack of commitment • Poor communication
Strong emphasis on 2-way line manager-employee relationships, with effectiveness measured regularly.	Return to pre-transfer silo working
Clear link between individual, team and organisational objectives.	Different demographics are not identified when carrying our surveys – i.e. male/female, age ranges, new starters, sessional workers etc.
Team, directorate and organisational development days are scheduled throughout the year.	Inability to recognise staff in difficulty/unwell due to home working – potential for presenteeism
Staff are involved and consulted with on the development of bespoke HEIW policies, procedures and processes.	Different demographics are not identified when carrying our surveys – i.e. male/female, age ranges, new starters, sessional workers etc.
Engagement levels are frequently measured.	Disconnect with colleagues and teams in the wider organisation.
Proactive policies in place to support wellbeing – Managing Attendance at work.	Inability to have informal conversations with colleagues – “water cooler chats”.
Development opportunities and talent and succession planning.	No clear channel of communication to recommend improvements.
You said, we did culture to providing feedback to staff.	Formal induction is no longer fit for purpose and does not work effectively in a virtual environment.
Consistent achievement of organisational objectives	
Good organisational performance metrics - Low sickness levels, No reported grievances, tribunals or H&S incidents. Low staff turnover.	
Engagement with wider communities. Offering support in times of need – flood, litter picking. – looking holistically at the whole person and their values.	
Opportunities	Threats
Review new onboarding process (due to COVID).	COVID-19 pandemic and associated lockdowns.
Development of staff suggestion scheme	Sustainability of long term home working and the impact it will have on performance, relationships health and wellbeing and engagement.
Embed compassionate leadership in employee engagement activities	COVID-19 pandemic and associated lockdowns.

Collaborative working with NHS organisations Opportunity to share best practice, network and work collaboratively to reach shared aims.	Work life balance – staff are juggling home responsibilities with work responsibilities, leading to the potential for higher stress levels.
Measure employee engagement levels across demographics to identify pockets of concern.	Reduction in WG funding across NHS Wales WG funding is being directed to support the COVID-19 response and away from learning & OD and engagement activities.
Access to best practice and credible research An opportunity to gain knowledge, guidance and expertise and access to credible research to support a compassionate leadership culture across the organisation.	Work life balance – staff are juggling home responsibilities with work responsibilities, leading to the potential for higher stress levels.
Identify a set of working from home principles, supported by the Exec Team, to support health and wellbeing when working from home.	Reduction in WG funding across NHS Wales WG funding is being directed to support the COVID-19 response and away from learning & OD and engagement activities. Employees not having the necessary IT equipment and training to be able to work virtually.
Provide further IT training to support new ways of working.	Manager competence
Implementation of initiatives to replicate the informal conversations that occur between colleagues in the workplace.	Disengaged staff will not recommend HEIW as an employer of choice, leading to poor pools of candidates for future positions.
Further improve the induction process – moved to virtual, bring in line with new culture and ways of working. New concept – bite size sessions	Managers not having/losing trust in their staff
	Ability to provide training in new areas of work in a timely manner to allow line managers and employees to function in the new working environment.
	Low staff turnover can result in fewer promotion opportunities and staff may look elsewhere.

**Notes from meeting with Foula Evans, Head of People & OD, HEIW
Employee Engagement**

Wednesday 28th October 2020

Present:

Foula Evans, Head of People & OD
Emma Carrington, Project Officer, Health & Wellbeing
Ruth Taylor, Careers & Widening Access Advisor

Emma and Ruth arranged to meet with Foula to discuss the SWOT analysis they carried out on engagement activity in HEIW. The discussion was focussed specifically on the barriers to employee engagement HEIW faced and whether there was an opportunity for Ruth and Emma to work together on a proposal plan to overcome any barriers identified.

Engagement levels across the organisation are generally high, supported by positive pulse survey results, delivery of organisation objectives and general observations. However, there are pockets within the organisation where engagement could be increased, specifically relating to a minority of dysfunctional teams and silo working. These were highlighted by Foula as being significant barriers to employee engagement within the organisation, having been recognised by senior managers, employees and by the analysis of employee engagement metrics seen in pulse survey results.

Silo working

Since lockdown, the organisation has seen a drift back towards the silo working that was evident when the three legacy organisations were first brought together. HEIW as an organisation had worked extremely hard to successfully integrate the legacy organisations and encourage cross team working, sharing of ideas and best practice. However, over recent months, there has been a clear drift back to this negative way of working, evidenced by pulse survey results stating that teams are not communicating as effectively as they used to. This has raised a significant barrier with regard employee engagement as the “together as a team” organisational ethos is being lost.

To try and increase employee engagement across teams, the People and OD team have held a number of all staff events, including both fun and business elements, in an attempt to bring teams together to replicate, as best as possible, the pre-lockdown camaraderie and team working. The most recent event included a session on the implementation of the Strategic Equality Plan. This was chosen as an item on the agenda for the event due to the need for teams to work together to meet a shared aim. This was an opportunity to bring teams together and encourage cross working and the sharing of ideas. The event was supplemented with fun activities, including a quiz and showcasing of the virtual HEIW choir. The elements brought teams together in both a business way and a fun way, reflecting its value, “together as a team”. Analysis of this event has been positive, and a pulse survey on cross team engagement will be carried out in due course to assess the impact of the event on silo working.

Dysfunctional teams

There are a minority of dysfunctional teams within the organisation, demonstrating poor levels of communication, lack of trust, micromanaging and conflict, leading to poor engagement and performance. Foula explained how targeted intervention is required, adapted to reflect the specific needs of the team. All members of the team will need to be invested in changing the team dynamics.

To support Ruth and Emma in their CIPD qualification, Foula asked that they support Jeremy (Learning & OD Practitioner) in developing a plan to target the dysfunction in Team X. She requested that we

look at costs involved, levels of People & OD support, timelines and effective ways to measure success. Foula recommended that this took a targeted approach including psychometric testing and support from an external HR consultant.



Building a High Performance Team

Emma Carrington & Ruth Taylor

Rationale

Pulse surveys, feedback from senior managers, line managers, employees and general observations demonstrated Lencioni's 5 behaviours of a dysfunctional team in Team X. Targeted intervention is required to improve engagement levels within team X.

Negative impact on:

- Engagement within the team and across the organisation
- Relationships
- Performance

Leading to:

- Distrust/lack of trust
- Lack of commitment
- Micromanaging
- Lack of motivation
- Inter-team conflict



SMART Objectives

Increase levels of Trust in Team X within three months and demonstrate an ongoing commitment to positive employee engagement and working relationships

Specific – Improve levels of trust within 3 months.

Measurable – Demonstrable improvement in team X employee engagement score

Achievable – All that are involved are committed to improving team dynamics.

Relevant – Contribute to high levels of organisational engagement.

Time – positive effects can be achieved within three months



Team Structure

- Head x 1
- Programme manager x 4
- Team leader x 2
- Administrative support x 6



Overview of Plan

- Contract to agree expectations from external provider
- 1:1s and base line Lencioni psychometric testing with team members and external provider to identify barriers to engagement (workshop 1)
- Analysis of baseline survey and psychometric testing by external provider
- External provider facilitate workshop to develop team-owned recommendations (workshop 2)
- Team-owned action plan developed (workshop 2)
- Plan implemented
- Measure success and reflection (workshop 3)
- Continuous evaluation



Investment

Services of external HR consultant

- 3 x full day workshops
- Psychometric testing and analysis report inclusive of recommendations
- Support with implementation
- Support with measuring success

£10,950

Time

- 12 weeks

Who

- Team X
- External HR consultant



Evaluation method

Evaluation of training needs

Kirkpatrick 4 Levels of Training Evaluation model

Level 1: Reaction

Evaluate personal reactions to use of data collection tools – survey, 1:1, psychometrics

Level 2: Learning

Evaluate understanding of difference in behaviour/personality and impact on team dynamics

Level 3: Behaviour

Regular evaluation of extent behaviour change is impacting on team dynamics, performance and engagement levels

Level 4: Results

Evaluate effect on organisational KPIs to identify return on investment



Timeline

Who	
Team X	Green
People Team	Blue
External Consultant	Purple
Evaluation	Yellow

Task	WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8	WK 9	WK 10	WK 11	WK 12	M 6	M 12
Contract agreement	External Consultant													
Workshop 1 Baseline tests & interviews	External Consultant													
Analysis of testing & design of bespoke programme		External Consultant	External Consultant											
Workshop 2 Develop team-owned action plan				External Consultant										
Self-directed learning		Team X	Team X		Team X	Team X	Team X	Team X	Team X	Team X	Team X			
Plan implementation					People Team	People Team	People Team	People Team	People Team	People Team	People Team			
Workshop 3 Measure success and reflections												External Consultant		
Evaluate (Kirkpatrick Model levels)	Yellow	Yellow		Yellow								Yellow	Yellow	Yellow

Ruth Taylor (HEIW)

From: Jeremy Ashdown (HEIW)
Sent: 05 November 2020 10:09
To: Ruth Taylor (HEIW); Emma Carrington (HEIW)
Subject: Team Proposals

Dear Both

Thank you for your presentation this morning and for your proposals and advice.

This is very helpful, and very happy for you to proceed.

Many thanks

Jeremy

Jeremy Ashdown

**Ymarferydd Arweinyddiaeth a Datblygiad
Sefydliadol**

**Addysg a Gwellu Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
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CF15 7QQ

Ffôn: 01443 824173

Ebost: jeremy.ashdown@wales.nhs.uk

We: aagic.gig.cymru

 @AaGIC_GIG

**Leadership and Organisational Development
Practitioner**

Health Education and Improvement Wales (HEIW)

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Cefn Coed
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 @HEIW_NHS

**Have you had your Values
Based Appraisal yet ?**



GIG
CYMRU
NHS
WALES

Addysg a Gwellu Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

If not, speak to your manager and request one. [Please ensure that the details are recorded on ESR.](#)

Our [Learning and Development Intranet page](#) contains a lot of tools and materials on values-based appraisal. For additional help get in touch with us through HEIW.Organisational_Development@wales.nhs.uk.

NHS Wales welcomes correspondence in Welsh or English. Corresponding in Welsh will not lead to any delay.

Mae GIG Cymru yn croesawu gohebiaeth yn Gymraeg neu yn Saesneg. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.