

Name: Emma Carrington

Student Number: 1910725

CIPD Membership Number: 55478700

Qualification: CIPD Diploma in Applied Human Resources (CIPDL5)

Module: Contributing to Employee Engagement (EE)

Word Count: 3339

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: Emma Carrington

Date: November 2020

Contents Page

Activity	Title	Page
	CIPD Candidate evidence matrix	5-7
	Executive Summary	8
1.1, 1.2 1.3 & 1.4	• Explanation of selection, agreement and application of diagnostic tools. • Raw information from application of diagnostic tools and analysis of results. • Written conclusions about levels of employee engagement 1.1 Identify, and justify selection of, suitable diagnostic tools for measuring employee engagement in the organisation. 1.2 Liaise with key people to plan and agree the application of diagnostic tools. 1.3 Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results. 1.4 Analyse resulting data and draw reasoned conclusions about levels of employee engagement in the organisation.	9 - 12
2.1, 2.2	• Written evaluation of current organisational approach: 2.1 Analyse the principal 'drivers' for employee engagement in the organisation. 2.2 Assess aspects of organisational behaviour which are most likely to hinder employee engagement.	13-16
3.1, 3.2,3.3	• Information re/examples of external studies reviewed. • Explanation of potential barriers to particular employee engagement strategies and notes/communications regarding how to address these. • Written proposals for appropriate strategies to raise levels of employee engagement. • An implementation plan (including factors such as: actions, costs, timings, risks) for at least one of the proposed strategies. • Confirmation/information from presenting the plan to decision makers. 3.1 Review external studies of employee engagement to identify relevant best practice. 3.2 Identify potential barriers to acceptance of employee engagement strategies and liaise with relevant people regarding how these may be overcome or minimised.	17-20

	3.3 Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice, to key decision-makers.	
	References	21-29
	Evidence 1 - Engagement Index for NHS Wales	30
	Evidence 2 - NHS Wales Staff Survey challenges	30
	Evidence 3 - E-mail to and from the Director of People and OD authorising the application of diagnostic tools	31-32
	Evidence 4 - The Engagement Honeymoon Period	33
	Evidence 5 - Task and Finish Group minutes (meeting 1)	34-35
	Evidence 6 - HEIW New Starter information (Data source: ESR)	36-37
	Evidence 7 - Advantages and Disadvantages of Pulse Surveys	38-39
	Evidence 8 - Task and Finish Group minutes (meeting 2)	40-41
	Evidence 9 - Agreed Survey	44-48
	Evidence 10 - Survey Raw Data	49-52
	Evidence 11- Presentation detailing analysed findings, conclusion and recommendations.	53-60
	Evidence 12 - SWOT Analysis	61-62
	Evidence 13 - PESTLE	63
	Evidence 14 - Drivers of Engagement Diagram	64
	Evidence 15 - HEIW Bundle board Report and Dashboard Inc. sickness rates etc	65-72
	Evidence 16 - Executive paper – Results of the Covid-19 mini Health Needs Assessment	73-89
	Evidence 17- PADR Responsibilities	90-91
	Evidence 18 - Managing Attendance at Work Responsibilities	92-93
	Evidence 19 - Healthy Working Relationships programme	94-96
	Evidence 20 - HEIW Values and Behaviours	97-98

	Evidence 21 - Engagement via sector	99
	Evidence 22 - Minutes of a meeting with the Head of People	100-102
	Evidence 23 - Presentation to the People Team	103-110
	Evidence 24 - Letter from the People Team endorsing the strategies.	111

Candidate name: Emma Carrington				CIPD Membership/registration No.: 55478700		
Qualification title: CIPD				Unique Learner No. (ULN): 1910725		
Unit code	Unit title: Contributing to Employee Engagement	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials sampled
5AEEG	Identify, and justify selection of, suitable diagnostic tools for measuring employee engagement in the organisation.	1.1	Engagement Index for NHS Wales NHS Wales Staff Survey challenges	EV1 EV2		
5AEEG	Liaise with key people to plan and agree the application of diagnostic tools.	1.2	E-mail to and from the Director of People and OD authorising the application of diagnostic tools The Engagement Honeymoon Period Task and Finish Group minutes (meeting 1) HEIW New Starter information (Data source: ESR) Advantages and Disadvantages of Pulse Surveys Task and Finish Group minutes (meeting 2) Agreed Survey	EV3 EV4 EV5 EV6 EV7 EV8 EV9		
5AEEG	Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results.	1.3				
5AEEG	Analyse resulting data and draw reasoned conclusions	1.4	Survey Raw Data	EV10		

	about levels of employee engagement in the organisation.		Presentation detailing analysed findings, conclusion and recommendations.	EV11	
5AEEG	Analysis of the principle 'drivers' for employee engagement in the organisation.	2.1	SWOT Analysis PESTLE Drivers of Engagement Diagram HEIW Bundle board Report and Dashboard Inc. sickness rates etc Executive paper – Results of the Covid-19 mini Health Needs Assessment	EV12 EV13 EV14 EV15 EV16	
5AEEG	Assess aspects of organisational behaviour which are most likely to hinder employee engagement.	2.2	PADR Responsibilities Managing Attendance at Work Responsibilities Healthy Working Relationships programme HEIW Values and Behaviours Engagement via sector	EV17 EV18 EV19 EV20 EV21	
5AEEG	Review External studies of employer engagement to identify relevant best practice.	3.1			

	Written evaluation of current organisational approach (3)				
5AEEG	Identify potential barriers to acceptance of employee engagement strategies and liaise with relevant people regarding how these may be overcome or minimised	3.2	Minutes of a meeting with the Head of People	EV22	
	Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice, to key decision-makers.	3.3	Presentation to the People Team Letter from the People Team endorsing the strategies.	EV23 EV24	
Candidate declaration:					
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.					
Signature:		ELCarrington		Date:	09/11/20

Executive summary

This report presents the findings of a small-scale research project to “Evaluate New Starter Employee Engagement within HEIW”. The HEIW Integrated Medium-Term Plan, 2020-2023 (IMTP – Business plan) refers to objective 1.3 - Lead, develop and embed a range of actions to support workforce and workplace wellbeing and colleague experience. It acknowledges there has been a change in attitudes towards work and careers with the need to improve workplace wellbeing, colleague experience and work Life Balance (WLB) becoming an increasingly important requirement for people.

The research was conducted through Primary data available within HEIW and an analysis of recent literature on EE. The report outlines the meaning of EE in the context of employment relations and the significance of EE to HEIW employers. Literature suggests that the definition of EE remains elusive and means different things to both an employee and employer, which vary depending on organisational sector. EE practices improves productivity, encourages collaboration and communication, builds trust and relationships, record higher levels of job satisfaction and organisational commitment than non-flexible counterparts, benefits organisations and produces a measured increase in productivity, accountability and employee engagement and commitment, along with better team working and communication, creates job fulfilment, cultivates organisational culture whilst reducing employee turnover, improves talent acquisition, attracts and retains stakeholders and builds success, improves morale and , less negative organisational stress and improves employee wellbeing (CIPD, 2012, 2019, 2020; Kings fund, 2012; Stephanou, 2020; Martinuzzi, 2009/2020).

During October 2020 a New Starter Employee Engagement Task and Finish Group was established between the Head of People and OD, Learning & Development Practitioner, Ruth Taylor and myself to discuss an EE plan. The sample size consisted of new starters who commenced their role between 23 March and 31 August 2020

This useful tool measured the effectiveness of current New Starter Employee Engagement practices in place within HEIW and the potential impact of future programmes being implemented.

The pulse survey had an Engagement score of 80%. The research highlighted pockets of dissatisfaction regarding line manager, network and directorate support. The research indicated that there's a strong business case to support New Starter Employee Engagement especially during and post pandemic.

Evidence indicates drivers of engagement: the nature of the work undertaken, work that has transparent meaning and purpose, development opportunities, receiving timely recognition and rewards, building respectful and assertive relationships, having open-two way communication, enabling employees to have a balance between their private lives and paid work can lead to a reduction in absenteeism, improved recruitment and retention and improved employee commitment and productivity (Gallup; Stephanou, 2020; Robertson-Smith, G & Markwick, C,2009)

An analysis of the principle ‘drivers’ for employee engagement within HEIW has been undertaken along with an assessment of organisational behaviour which are most likely to hinder employee engagement.

I have reviewed and External studies of employer engagement to identify relevant best practice along with a written evaluation of HEIW's approach. I have identified potential barriers to acceptance of employee engagement strategies within HEIW have been identified through engagement with the People team. A strategy based on analysis of HEIW and external reviews of best practice, to key decision-makers has been identified to overcome these barriers.

- 1.1 Identify, and justify selection of, suitable diagnostic tools for measuring employee engagement in the organisation.**
- 1.2 Liaise with key people to plan and agree the application of diagnostic tools.**
- 1.3 Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results.**
- 1.4 Analyse resulting data and draw reasoned conclusions about levels of employee engagement in the organisation.**

HEIW focus on employee experience (CIPD, 2020; 2017; 2018; Peakon, 2020; Gallup, 2020; Mercer, 2019; People Insight, 2020; Sage, 2020) which creates a holistic approach around EE and wellbeing that enables employees to have a voice and be their best. Culture is based on a strongly held and widely shared set of beliefs' that are supported by strategy and culture (Wilkinson & Taylor, 2016; Bersin, 2015). This is reflected in policies and procedures such as their Communication and Engagement Strategy which is based on the organisation's IMTP (business case), vision, purpose, strategic objectives, values and behaviours, plus feedback from staff and stakeholders (HEIW, 2018; Groysberg et al, 2018). It recapitulates how HEIW communicate and engage effectively with staff, stakeholders and partners to build on existing and establish new working relationships, and outlines HEIW's approach to communications and engagement, and how this aligns with the organisation's vision, purpose, strategic objectives, values and behaviours (Taylor, 2016; CIPD, 2019; 2020 MacLeod and Clarke 2009, p33; Holbeche and Matthews (2012).

In the context of employee experience, the key national benchmark is the NHS Wales Staff survey. This was run in 2013, 2016, and again in 2018 and is benchmarked against other NHS organisations within NHS Wales. The overall Engagement Index for NHS Wales has increased from 3.65 in 2016 to 3.82 in 2018 showing improvement in all three themes making up the score (EV1). The results of the 2016 and 2018 staff survey were positive overall, showing improvement in all three themes making up the score. However, there were some significant variances between the ten organisations in NHS Wales. All organisations saw an improvement in their overall score since 2013, however there were some areas where clear challenges remain, such as resourcing, line management behaviours and communication (EV2) (NHS Wales Staff Survey, 2013;2016;2018; NHS Employers, 2018)

To focus on EE HEIW, complement this large-scale approach with a series of short 'pulse surveys' focussed on EE at various intervals e.g. Working from home / flexible working survey. They have also focused on employee health and wellbeing within the 2018 HNA engagement survey. HEIW's current focus is on new recruits and staff retention which begins with efficient and robust recruitment processes and inductions, which has been a challenge during the pandemic. Currently values-based recruitment helps retain staff and reduce turnover by helping ensure that new employees' personal values and behaviours are aligned with the organisation.

There have been 40 new starters within HEIW since the implementation of the national lockdown on 23rd March, all of which have joined the organisation in a virtual way (different to normal recruitment process). With lockdown restrictions being in place for over six months, it was agreed by the Head of People and OD (EV3) that now would be a good time to measure new starters engagement. The objective of this research is to therefore measure new starter engagement within HEIW and identify areas of concern or improvement as there is currently no efficient way of monitoring new starter engagement within HEIW. Gallup's engagement by employees' length of service research highlighted, that although engagement peaks during the first six months of employment, only half (52%) of employees are engaged at this point, while 40% are not engaged, and 8% are actively disengaged. This suggests that there's room for improvement in how organisations bring new employees on board (EV4).

A New Starter Employee Engagement Task and Finish Group (T&FG) was established between the Head of People and OD, Learning & Development Practitioner, Ruth Taylor and myself (EV5) to discuss the merits of this data collection exercise. It was agreed the research 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 (EV6).

It was felt that the NHS Wales Staff survey was not an appropriate method of collecting EE data as the questions did not specifically link to new starters and a poor 28% response rate received during 2018 (NHS Wales Staff Survey, 2018), indicating low engagement. A revised NHS staff survey is due to run again during November 2020 however, time-limitations did not fit with this research. It was decided that a real time survey for the purpose of this research would be quicker and more appropriate.

Positivist scientific quantitative and qualitative methods were sort; The data collection methods adopted for the purpose of this research includes research approach, strategy and choices in terms of use of qualitative or quantitative data and the Primary data collection process taken to interpret data, concluding with the recommendations and limitations (Perkins & Woodhams, 2016; Mackenzie and Knipe, 2006). Horn (2012) refers to Primary data as data that is new and has been collected by oneself for a specific objective, in order to evaluate an organisational need. Bryman, A. and Bell, E. (2015) suggest that research should meet three basic criteria; Reliable, Replicable and Valid.

Cross-sectional research design was adopted in the format of a pulse survey strategy using questionnaires as it measured new starter employee experience during their first few months in post as well as the quality and effectiveness of the line manager-employee relationship. This method is good for exploratory and descriptive research and it allowed for collection of large quantitative data and findings, which can be generalised (Saunders *et al*, 2016). Its cost-effective and can uncover patterns to allow for workforce planning and scenario planning etc. However, undertaking a survey including all employees is time consuming and inefficient if the results are needed quickly (in this case). It was therefore decided that a small pulse survey will be circulated to the new starters.

The sample size consisted of new starters who commenced their role between 23 March and 31 August 2020, to capture all new starters who joined the organisation during the COVID pandemic lockdown. The people team identified the sample of staff. Employees who have been employed less than 6 weeks were not included in the study, as they will be settling in and real-time data may be affected. Agency workers have also been discounted as their experience will have been different to that of permanent staff.

I acknowledged pulse surveys can be a good research method to collate rich information, however, poorly worded questions can affect the reliability of the data produced, and misinterpretation. (Anderson, V. 2013) (EV7) Several potential pulse survey questions were identified, making use of Gallup's Q¹² questions, the line manager relationship questions used within HEIW's recent HNA as well as some free text questions allowing the collection of suggestions for improvement etc. These were shared and discussed at the second T&F group with HEIW's Director of People and OD and Learning & Development Practitioner for final approval before development of the survey.

Gallup Q¹² is another tool to measure EE within an organisation. The Director of People felt that although the Gallup Q¹² is identified as best practice the majority of the Q¹² were not fit for purpose within HEIW and would not produce the data required (Gallup, 2016, 2018). Also, the language and tone differed considerably to previous HEIW surveys. However, a selection of the chosen and agreed questions reflected some of the Gallup Q¹² questions (Q1 - D, E, F,

G and H) the onboarding process and previous HEIW surveys (Q1 – E, F, G and H). We therefore took the professional advice of our organisational experts (EV8). Areas of concerns have also previously been identified within other organisational surveys, such as the HNA (line manager relationship questions from the recent HNA as well as some free text questions allowing the collection of suggestions for improvement etc). We also considered the advantages of using onboarding questions to build trust and alignment, forge connections with employees, encourage open communication and decrease potential turnover during these uncertain times (Jacob, 2018). It was agreed that a shorter questionnaire, which uses organisational language would produce targeted intervention results and not overwhelm employees.

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.

The attached survey was agreed by all (EV9). It was also agreed that this survey could be replicable in future, allowing the organisation to continually monitor the experience of new starters.

The survey was activated by the People Team on Tuesday 26th October and remained open until Tuesday 3rd November.

A total of 34 new starter surveys were made available to each new starter who had joined the organisation between 23 March and 31 August 2020. via their e-mail addresses, to ensure new recruits are targeted directly. A communication update was also added to the HEIW intranet to highlight that the survey had been circulated to target new starters between 23 March and 31 August 2020. The pulse survey consisted of 8 questions relating to new starter experience; Recruitment, Onboarding, Workplace relationships, Equipment Induction and Ambassadorship. The survey was open for 1 week. Completed surveys were sent to the people team inbox to ensure anonymity and confidentiality.

Raw data was analysed and indicated new starter engagement levels are high within HEIW, with an overall engagement score of 80%. 77% respondents strongly agreed or slightly agreed with all ten of the multiple-choice questions and 92% of respondents would recommend HEIW as a place to work to colleagues (EV10). The research highlighted that there are pockets of dissatisfaction (2 respondents) regarding line manager, network and directorate support. A presentation was collated, by me and Ruth detailing the findings and presented to the people team (EV 11).

The data size of the research gives my analysis credibility (Harter et al 2002). While the relationships of a larger sample size would've been statistically significant, the practical implications of the difference would have been small (Lenth, 2001; Survey Monkey; Comrey & Lee, H., 1992; Tabachnick & Fidell, 2007; Saunders et al, 2016).

A systematic review process was adopted to review and locate existing literature, evaluate its contribution, analyse & synthesise the findings and report the evidence to allow conclusions and recommendations to be reached about what is known and also about what is not known (Denyer & Tranfield, 2009; Perkins & Woodhams, 2016). I've been objective and considered subjectivism which incorporates assumptions of humanities, asserting that social reality is made from perceptions and consequent action of people (Saunders et al, 2016).

This research has indicated that there is a strong business case to support new starters within HEIW. HEIW have recently reviewed their Induction process during COVID-19 from one full day to 2 half days.

Robust policies such as Recruitment and Retention, will inform future change however, unless these interventions directly impact HEIW the policies remain a philosophical statement lacking a 'ground reality' (Bailyn, 1997).

It is recommended that the survey is repeated in three months with the next cohort of starters;
Extend survey time to two weeks to increase uptake;

It is advised that the survey is not sent out around a public holiday nor school holiday to gain the best number of respondents;

It is advised the people team make contact with the 4 employees who provided their details, to explore their comments and identify areas of concern or best practice for future new starters;

A review of the induction and newcomers' network to identify opportunities for improvement
Explore ways information could be more readily available to new commers i.e. signposting to information, buddy system as a single point of contact, circulate team / directorate staff in post flow chart, including name and role to new starters.

2.1 Analysis of the principle 'drivers' for employee engagement in the organisation.

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

I have undertaken a SWOT analysis to evaluate HEIW approach to EE (EV12). I have also undertaken a PESTLE analysis (EV13) which is a useful analysis tool that examines HEIW's external drivers of change and describes a framework of macro-environmental factors (political, economic, social & technology) which is used in environmental scanning of strategic management. It provides HR professionals insight into external factors impacting on organisations (CIPD, 2018). It facilitates an understanding of the wider business environment (CIPD, 2018) and enables HEIW to anticipate future business threats and take action to avoid or minimize their impact (CIPD, 2018). Information balance is needed (CIPD, 2018). Combined with a SWOT the organisations are provided with valuable information for strategic decision making.

The HEIW HR function is responsible for understanding and communicating the political, legal and financial (economical) and Welsh Government requirements to the workforce and preparing them for the future to achieve strategic aims and objectives. Both the PESTLE and SWOT highlighted a clear link to the CIPD professional map behaviours along with a clear link to HEIW's organisational aims, objectives, values and behaviours that align to its business strategy (IMTP) and EE activities.

Health, Wellbeing and Performance are the principle drivers for EE within HEIW (EV14). A Healthier Wales (Healthier Wales Plan, 2019) sets out a clear ambition and challenge to improve the wellbeing, capability, engagement and leadership of our wider health and social care workforce, with the aim of enabling individuals to sustain a longer, more fulfilling, healthier and happier working life. It demonstrates a commitment to position the health and wellbeing of our workforce at the heart of the strategy. This is important because (Parliamentary Review, 2018):

- Employees were engaged through an engagement process and listened to.
- It is a critical part of the Quadruple Aim (NHS Planning Framework, 2019/2022);
- The evidence is clear that better staff experience and wellbeing results in better care for the people using our services, and
- It contributes to a culture of compassionate care which benefits everyone (The Kings Fund, 2015; West, 2012, 2018).

HEIW recognises without employees that are well at work the NHS can't perform or deliver quality and effective care to patients. HEIW advocate that all employees are provided with an environment and opportunities that encourage and enable them to make choices that support their well-being and lead healthy lives, which is supported by a staff health and wellbeing charter (Caring for People who Care, 2018; Caring to change, 2017). The NHS Wales Charter (2019) highlights the joint responsibility of managers and individual employees to work together, encourage healthier life style and choices, support each other in the workplace and promote effective management of sickness when employees cannot work through ill health or are at the risk of having to take sick.

HEIW initiated and established the All Wales NHS Health and Wellbeing Project Group in July 2016, with an aim of increasing collaborative engaging health and wellbeing development projects across NHS Wales. HEIW's earliest initiatives aimed to improve sickness absence with a focus on people management skills and behaviours. HEIW have launched two documents: one a suite of resources and links support employees (Our Wellbeing Matters,

2018) and guidance to support managers' own wellbeing and the wellbeing of others, through effective delivery of their role in creating the conditions where health and wellbeing can be supported (Managers Wellbeing Matters, 2018).

This can be supported by further engagement progress which links to organisational objective 1.3 of the IMTP: *Lead, develop and embed a range of actions to support workforce and workplace wellbeing and colleague experience*: During the pandemic, HEIW have continued to add to the health and wellbeing resources available for the NHS workforce. Together with national staff side partners, we have made progress in training and engaging colleagues across NHS Wales in the new Health Working Relationships programme, approach and policy. The team have shared with NHS organisations the learning of the pilot Health Needs Assessment in HEIW to provide a national toolkit, which was published July 2020. We have continued to work up proposals for a national staff survey in autumn 2020, to be led by HEIW on behalf of NHS Wales. We await confirmation from Welsh Government that the Minister is content to support. We have appointed a strategic programme lead and advisor, on secondment into HEIW for 6 months, to build the business case for a 'Once for Wales Occupational Health Service' and an independent chair for the national health and wellbeing network.

HEIW's sickness rate has improved since the start of the pandemic (2.1% compared with 4.1% of wider NHS Wales). Demonstrating engaged colleagues typically experience greater job satisfaction and greater wellbeing and engagement activities within HEIW which are universally beneficial to an employee at work and the organisational brand (MacLeod, 2009, p6; Schaufeli et al 2008, 2010; Alfes et al, 2010). Given the overall low levels of absence, any single long-term episode has a significant impact on the overall picture within the organisation and the small number of cases that HEIW are sympathetically and appropriately managing. The most days lost to sickness have typically been for reasons of anxiety/stress (which could be linked to the pandemic), but it is worth noting that absence due to tumours/cancers is now at the same level (NHS Wales' Workforce Trends, 31st March 2019; HEIW Board Report, 2020) (EV15).

ONS (2020) studies suggest that unemployment in Wales is at its highest (4.5%). It could be suggested that this figure and HEIW's improved sickness rates during a pandemic could highlight a risk of presenteeism within HEIW (employees who continue to work when they are not at their most productive, rather than take time off due to a fear of taking leave at the detriment of their job) which costs Welsh employers such as HEIW approx. £1,557 a year per employee, due to individuals being less productive etc. (Barnes, 2020; Simpson, 2019; Hemp, 2004; Garrow, 2016; Baker, 2020; Briggs 2020; Black, 2008). It's therefore important HEIW maintain the above engagement activities (CIPD, 2014). Presenteeism becomes a problem, which can cause health and safety injuries' and fatalities. Also, individuals are less productive, make mistakes, no work life balance and eventually burnout which is not evident within HEIW (In the period 1 April to 31 August 2020, there were no health and safety accidents, or incidents reported/recorded within HEIW) (HEIW Board report).

Engagement levels across HEIW are evident and generally high, supported by delivery of organisation objectives, general observations and positive pulse survey results (Hemp, 2004; Baker-McClellan et al, 2010; Aronsson and Gustafsson, 2005) i.e. The HEIW 2020 mini working from home pulse survey demonstrated that of the 187 respondents, 40% indicated that there were WLB challenges at the start of the pandemic however, they have been able to overcome them; 21% balancing work with parental / caring responsibilities. 38% felt the experience was better than expected, 20% indicated that working from home is a positive experience and 22% suspect that working from home could be the new normal post COVID-19. The 2020 mini HNA also demonstrated employee job satisfaction has increased by 10% since 2018. There has been a significant reduction in those staff who think they are suffering

or have suffered from fatigue. Since 2019, a 2% decrease was evident in individuals who usually experience good or fair energy levels. Those who maintain very good energy levels have experienced a 6% increase. Evidence from the 2018 HEIW HNA, 2019 follow-up HNA and the 2019 FW survey and secondary data sources, indicated that enabling employees to have a balance between their private lives and paid work can lead to a reduction in absenteeism, improved recruitment and retention, employee commitment and productivity (EV 16).

The pulse surveys have been used as a proactive method of engaging and consulting with employees, giving them a voice and as a mechanism of check-in with the workforce regularly (Ellis, 2016; CIPD 2020). This is reflected within HEIW's 12-month rolling turnover rate for HEIW for the period to August 2020 which was 8%, an increase of 0.3% since the previous report (Levinson, 2007a; Demourouti et al. 2001, cited in Sonnentag, 2003) indicating the above EE programmes have had a positive impact on HEIW turnover (Blain, 2020). This is still relatively low given our newness but is at a level which continues to support business continuity and organisational memory whilst also bringing in new thinking and new ideas. BlessingWhite (2008) reports that 85% of engaged employees plan on sticking around compared to 27% of disengaged employees. In addition, 41% of engaged employees said that they would stay if the organisation is struggling to survive. All factors support and suggesting that employees are highly engaged, have a better WLB and presenteeism is not a concern nor evident within HEIW. It is hoped this will continue post pandemic when the office will return to a 60 / 40 working environment, where employees continue to feel engaged.

HEIW'S values and behaviours culture reflect, when engaging both parties must be proactive and participate; this is evident within HEIW'S PADR process (EV17), policies such as Managing Attendance at Work (EV18) and the Healthy Working Relationships programme (EV19). Through inclusive engagement they have been created by all employees, the individuals who together make HEIW (EV20). They record for everyone to see how we will behave; how we will treat others; how we will work; and how we will support our healthcare colleagues to ensure the people of Wales receive world-class healthcare (Design for Life, 2015). They also record how we will not behave, and behaviours we will not accept e.g. Negativity in an organisation like HEIW can hinder EE and affects employee morale, which consequently lowers productivity and profits of the organisation. Discontented employees who criticize their employer impinge the employer brand of the organisation and make it more difficult to recruit positions (CIPD, 2020). Team members who are negative block creativity and drain time and energy from the group. The effects of a negative attitude in the workplace can have detrimental effects on employee Health and wellbeing.

To continue driving engagement through Healthy Working Relationships (Gallup, 2018; Naber, 2007), HEIW's Leadership and Succession planning team have developed training modules that explore the importance of communication, building rapport, exploring assertive behaviors and tips for courageous conversations. How to manage relationships that have declined and are in need of restoration i.e. ways of restoring relationships and the best way to use the new Respect and Resolution policy.

To continue driving EE within HEIW an NHS Wales Colleague Engagement and Experience Steering Group (CEESG) has been established to promote and give direction to these Wales activities (NHS Employers, 2013, 2015; NHS Confederation, 2017; Imison et al, 2009; Parliamentary Review, 2018; Coutts, 2018; Nuffield Trust, 2020; HEIW, 2020). The Group brings representatives from the Welsh Government, Health Boards / Trusts and Trade Union and Social Care partners together to draw on and provide a focus for the knowledge and experience of existing networks and resources; support a consistent approach to the sharing of knowledge, ideas, to promote good practice and innovation and facilitate the scaling up and implementation of ideas on a once for Wales basis. It also provides a mechanism to ensure

that opportunities to further improve Colleague Experience and Engagement are highlighted as appropriate and are taken forward collaboratively, and in partnership with Trade Unions and Social Care.

3.1 Review External studies of employer engagement to identify relevant best practice.

Written evaluation of current organisational approach (3)

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

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

In the context of NHS Wales, the key national benchmark to this is the Engagement Index in the NHS Wales Staff Survey. It is planned for this survey to run again during the autumn of 2020. This work will utilise the evidence base that high levels of engagement are a predictor of high quality care, with the aim of developing a set of mutually reinforcing strategic priorities, designed to improve experience and engagement of colleagues across NHS Wales, thereby delivering the ambitions of a Healthier Wales.

A significant amount of EE best practice evidence currently exists within HEIW (Engage for Success, 2020; Bridging the gap: an evidence-based approach to employee engagement, 2018; NHS Wales Awards, 2016; HEIW Gender Pay Gap, 2020). As a newly formed organisation HEIW adopts best practice approach to managing employees and has a positive reputation in the labour market, which is evident within its values, behaviours policies and procedures, which has allowed HEIW to achieve an employer of choice status within NHS Wales (Investors in People, 2020) thus individuals aspire to work within an organisation allowing the organisation to attract and retain the best staff. Once employed, staff are more likely to be actively engaged in their work thus maximise their commitment and discretionary effort i.e. going further than is required under their employment contract.

HEIW gather, share and act on best practice intelligence, evidence, feedback, lessons learnt and insights into the needs of patients, healthcare organisations and their workforces in all parts of Wales (CIPD, 2019;2020; Pezzo,2019; Peakon, 2020; Mercer, 2019).

HEIWS organisational ethos regarding EE aligns with MacLeod (2009) model which built on David Guest's idea of constructing an EE model as a work place approach designed to ensure employees are committed to organisational goals and values, motivated to contribute to organisational success and enhance their own wellbeing. However, advocate that EE goes beyond job satisfaction and motivation and is something an employee has to offer (which cannot be required as part of the employment contract). This is evident within new CIPD Professional map which has moved from EE to Employee Experience (CIPD, 2020; CIPD, 2017; 2018; Peakon, 2020; Gallup, 2020; Mercer, 2019; People Insight, 2020; Sage, 2020). However, the consequence of this is employers must recognise the drivers of engagement within different parts of an organisation as one size does not fit all. HEIW understand that when employees are happy they will express their experience in a physical, cognitively and emotional way which is depicted as three different dimensional concepts; *Physical* engagement through high levels of energy and mental resilience, and the willingness to invest effort in their work; *Cognitive* engagement is expressed by an employee when they're fully concentrated in work and they have trouble detaching themselves; *Emotional* engagement is expressed through strong involvement in work where employees experience a sense of significant enthusiasm, pride, inspiration and challenge (Kahn,1990) .

HEIW recognise the importance of a bottom up leadership approach which encourages employees to have autonomy and respond to organisational and partner need, as top-down approaches do not benefit customer/stakeholder experience (Hutchinson & Purcell, 2003; Gallup Q12; SHRM, 2010). HEIW furthermore recognise the expertise of staff and celebrate their successes through raising profiles of both HEIW in Wales and further afield. HEIW

promote awareness and understanding of the breadth of employees role including education and training, leadership, workforce planning and digitalisation whilst furthermore promoting, raising awareness of and increasing participation in HEIW educational and training services and programmes i.e. HEIW ensure that formal agreements and understandings underpin key partnerships. HEIW furthermore commit to visiting NHS sites across Wales as part of the HEIW Roadshow to meet and engage with students, trainees, trainers, mentors and those responsible for healthcare education (CIPD, 2019).

It's evident that organisations define engagement differently depending on factors such as their sector (EV21) however, HEIW's ethos of employee experience is underpinned by the ten pillars of EE (Shriar, 2015; Mansfield, 2018; Deloitte, 2015). The more an employee feels engaged the more probable they are to stay with their organisation and deliver excellent job performance.

To supplement our engagement SWOT analysis, Ruth and I arranged to meet with Foula to discuss engagement activity within HEIW (EV22). The discussion was focussed specifically on the barriers to employee engagement HEIW faced, and whether there was an opportunity for us to work together on a proposal plan to overcome the any barriers identified.

Since lockdown, the organisation has seen a drift back towards the pre-transfer silos, which was evident when the three legacy organisations were first brought together and can have detrimental effects on the culture of HEIW and hinder effective employee engagement. 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 (Bhattacharya et al, 2020; Gleeson, 2017; Price, 2020; 6q Blog, 2020; Lytle, 2016; Engage for Success, 2020), the People and OD team have held a number of 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 (HEIW, 2020, HEIW Board Report, 2020; HEIW Equality, Diversity and Inclusion Policy, 2020). 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.

HEIW constantly recognise the link between high engagement and high performance (Towers Perrin, 2007 /8; Harter et al 2002; Saks, 2006). HEIW believe successful communication and engagement rely on everyone proactively taking (HEIW Communication and Engagement Plan, 2018). However, during the meeting with Foula it became evident that 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. As a result, these employees are feeling demotivated and undervalued within their team (Mindtools 2020). 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 improve levels of trust etc. associated with problem areas, targeted intervention needed to be implemented (Martinuzzi, 2009/2020). To support us 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. This would need to be adapted to reflect the specific needs of the team and be supported by the People and OD Team. It will be important that all team members are invested in improving their team dynamics. An action plan was established.

It was agreed that targeted intervention is needed to improve engagement levels within team X. To overcome this Ruth and I initiated a 12-week targeted intervention action plan using best practice to "Build a High-Performance Team" which increased levels of Trust in Team X within 3 months and demonstrate an ongoing commitment to positive employee engagement and working relationships. Ruth and I formulated a presentation, inclusive of the action plan and presented to the people team outlining the below (EV23).

SMART objectives (Clearview, 2020; Mindtools, 2020; Investors in people, 2020) were Specific, Measurable, Achievable, Relevant and time bound (outlined within the presentation).

Plan

1. A Contract to agree expectations from external provider will be established.
2. 1:1s and base line Lencioni psychometric testing with team members and external provider, to identify barriers to engagement (workshop 1). The Lencioni model was adopted as one of the behaviours of Lencioni's dysfunctional team model (trust) is evident within Team X. In this model, teams that excel in 5 main areas are more likely to be high-functioning, cohesive teams; Trust, Conflict, Commitment, Accountability, Results (Lencioni, 2005). The model works in a traffic light system e.g. teams cannot move to the conflict section until issues of Trust have been resolved etc. The psychometric testing identifies both strengths and weaknesses within a team. The behavioural questions cannot be changed or edited. Team X own the training. HEIW have bought in a professional agency to ensure that bias views are not a factor in team rehabilitation.
3. The external provider (facilitator) will undertake an analysis of baseline survey and psychometric testing. The facilitator will also allocate self-directed learning after each workshop, such as Googles *5 dynamics of an effective team*, as a method of adopting best practice within their team (Bariso, 2017, 2018; Merrington, 2018; Friedman, 2019).
4. An external provider will facilitate workshop to develop team-owned recommendations (workshop 2)
5. Team-owned action plan which is bespoke to Team X (workshop 2)
6. Plan implemented
7. Measure success and reflection (workshop 3)
8. Continuous evaluation using the Kirkpatrick model (Kirkpatrick Partners, 2020; Mindtools, 2020; Lucidchart, 2020; Areef, 2020) will be undertaken at different stages:

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.

It is acknowledged that Macro factors such as COVID-19 are impacting team engagement and the process. Neutral venues, where individuals are face-to-face, ensure that team members feel safe to ensure trust, have connection and rapport with others and feel connected.

Return on investment (Deller, 2020; Staron, 2018; Kaminski & Lopes, 2019): Due to the high cost of commissioned services, it is fundamental that a return on investment is evident within HEIW. The cost of employees leaving, sickness absence, agency costs associated with covering sickness and those who have left the organisation, recruitment and health and wellbeing etc., are higher than not undertaking the exercise with Team X (Dawson & West, 2018). The disruption will also have a knock-on effect with the wider teams and eventually employer brand. Dawson & West, 2018 demonstrate that organisations *"with higher engagement levels have lower levels of sickness absence among staff, and also have lower spend on agency and bank staff"* and that *"NHS leaders should investigate the importance of nurturing positive, trusting cultures within which staff have high levels of well-being; where they feel valued, respected and supported"*. HEIW have recognised this challenge and specific focus and emphasis has been placed on staff engagement and experience.

HEIW believe that capitalizing teams and resources that make a team work better is an investment. If we change the functionality of this team it will impact on the wider teams within the organisation and engagement will increase. It is anticipated that Team X will make higher quality decisions and accomplish more in less time with fewer resources, put critical topics on the table and have lively meetings, align the team around common objectives. Consequently, HEIW will retain star employees and high performing cohesive teams (BUSINESSBALLS, 2018/2020).

The proposal and advice were welcomed by the people team (EV24)

References

- A Healthier Wales: our plan for Health and Social Care* (2019) Welsh Government. Available at: <https://gov.wales/sites/default/files/publications/2019-10/a-healthier-wales-action-plan.pdf> [accessed 20.10.20].
- Alfes, K., Truss, C., Soane, E. C., Rees, C. I. and Gatenby, M. (2010) *Creating an Engaged Workforce*. London. Chartered Institute of Personnel and Development.
- Anderson, V. (2013, 496p) *Research methods in human resource management: investigating a business issue*. Wimbledon: Chartered Institute of Personnel and Development. Available at: [https://researchportal.port.ac.uk/portal/en/persons/valerie-anderson\(01266dfa-b478-44ac-8937-4b0095fc18c6\).html](https://researchportal.port.ac.uk/portal/en/persons/valerie-anderson(01266dfa-b478-44ac-8937-4b0095fc18c6).html) [accessed 22.10.20].
- Areef, T (2020) *Kirkpatrick's Four Levels of Training Evaluation in Detail: EVALUATION TYPE EVALUATION DESCRIPTION AND CHARACTERISTICS EXAMPLES OF EVALUATION TOOLS AND METHODS RELEVANCE AND PRACTICABILITY*. Available at: https://www.academia.edu/36302971/Kirkpatrick's_Four_Levels_of_Training_Evaluation_in_Detail_EVALUATION_TYPE_EVALUATION_DESCRIPTION_AND_CHARACTERISTICS_EXAMPLES_OF_EVALUATION_TOOLS_AND_METHODS_RELEVANCE_AND_PRACTICABILITY [accessed 23.10.20].
- Aronsson G, Gustafsson K (2005), 'Sickness presenteeism: prevalence, attendance-pressure factors, and an outline of a model for research', *Journal of Occupational and Environmental Medicine*, Vol. 47, No. 9
- Bariso, J (2017, 2018) *Google Spent Years Studying Great Teams. These 5 Qualities Contributed the Most to Its Success: To build a successful team, you must find the balance between results and culture*. INC. Available at: <https://www.google.com/search?q=Google's+Best+Practice+Measure+of+successful+teams&spell=1&sa=X&ved=2ahUKEwjXg8iZ0fDsAhX0oFwKHQNSB3MQBSgAeqQIDRAp&biw=1280&bih=581#spf=1604759036827> [accessed 23.10.20].
- Baker-McCleary D, Greasley K, Dale J, Griffith F (2010), 'Absence management and presenteeism: the pressures on employees to attend work and the impact of attendance on performance', *Human Resource Management Journal*, Vol. 20, No. 3
- Barnes, J. (2020) Poor mental health costs Welsh employers £1,557 a year per employee. South Wales Argus. Available at: <https://www.southwalesargus.co.uk/news/business/18190437.poor-mental-health-costs-welsh-employers-1-557-year-per-employee/> [accessed 19.10.20].
- Bailyn, L. (1997) *The impact of corporate culture on work-family integration*. In S Parasuraman & JH Greenhaus (Eds), *Integrating Work and Family: Challenges and choice for changing world*, pp 209-219. Westport CT: Quorum.
- Bhattacharya, A., Lang, N., Hemerling, J. (2020) *How to Build Sustainable Business Advantage in a World Where Great Is No Longer Good Enough*. Available at: https://www.bcg.com/featured-insights/beyond-great-book?utm_source=search&utm_medium=cpc&utm_campaign=covid-nr&utm_description=paid&utm_topic=beyond_great&utm_geo=global&utm_content=seer_no_nbrand_uk&gclid=EAlaIqobChMIk6SE8I7x7AIVSbTtCh1x0wDEEAAYASAAEGk2cvD_BwE [accessed 19.10.20].

Blain, R (2020) Managing employee engagement critical to avoiding negative workplace behaviour. Human Resource online. Available at: Managing employee engagement critical to avoiding negative workplace behaviour [accessed 28.10.20].

Black, C. (2008) *Working for a Healthier Future: Review*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/209782/hwwb-working-for-a-healthier-tomorrow.pdf

Bryman, A & Bell, E (2015) *Business Research Methods*. 4th Edition. Oxford University Press.

Bursin, J (2015) *Becoming irresistible: A new model for employee engagement* Deloitte Review Issue 16. Available at: <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-16/employee-engagement-strategies.html> [accessed 29.09.20].

BUSINESSBALLS (2018/2020) *Five Dysfunctions of a Team - Patrick Lencioni*. Available at: <https://www.businessballs.com/leading-teams/five-dysfunctions-of-a-team-patrick-lencioni/> [accessed 18.10.20].

Clearview (2020) Which SMART Objectives definition should I use? Available at: <https://www.clearreview.com/resources/guides/which-smart-objectives-definition-should-i-use/> [accessed 18.10.20].

CIPD (2009-2017) *Employee Outlook Published between Spring 2009 and Spring 2017 this survey of UK employees identified their opinions of and attitudes towards working life, produced in partnership with Halogen Software*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/employee-outlook-reports> [Accessed 17/09/20]

CIPD (2020) *CIPD Good Work Index (The CIPD Good Work Index provides an annual snapshot of job quality in the UK, giving insight to drive improvement to working lives)*. Available at: <https://www.cipd.co.uk/knowledge/work/trends/goodwork> [Accessed 15/09/20]

CIPD (2020) *Work making our wellbeing worse – even before COVID-19 crisis started*. Available at: <https://www.cipd.co.uk/about/media/press/good-word-index-2020> [Accessed 15/09/20]

CIPD (2020) *Specialist knowledge: Employee experience*. Available at: <https://peopleprofession.cipd.org/profession-map/specialist-knowledge/employee-experience> [Accessed 06/03/20].

CIPD (2020) *FW practices*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/factsheet> [Accessed 5 January 2020].

CIPD (2020): *Health and well-being at work*. Available at: <https://www.cipd.co.uk/knowledge/culture/well-being/health-well-being-work> [Accessed 31 March 2020].

CIPD (2020) *Health and Wellbeing at Work – Public Sector*. Available at: https://www.cipd.co.uk/Images/public-sector-summary_tcm18-73787.pdf [Accessed 31 March 2020].

CIPD (2020) *FW essentials in the COVID-19 context*. Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/essentials-coronavirus-context> [Accessed 31 March 2020].

CIPD (2020) *Employee Voice*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet> [Accessed 1 May 2020].

CIPD (2020) *Workforce Trends*. Available at: <https://www.cipd.co.uk/knowledge/work/trends> [Accessed 31 January 2020]

CIPD (2020) *Employer Brand*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/brand-factsheet> [accessed 17.10.20].

CIPD (2020) *Workforce Trends*. Available at: <https://www.cipd.co.uk/knowledge/work/trends> [Accessed 31 January 2020].

Comrey, A., & Lee, H. (1992). *A first course in factor analysis*. Hillsdale, NJ: Erlbaum.

Coutts, J (2018) *The Future Shape of the NHS*. NHS Providers. Available at: <https://nhsproviders.org/news-blogs/blogs/the-future-shape-of-the-nhs> [accessed 17.10.20].

Dawson, J., West, M (2018) Employee engagement, sickness absence and agency spend in NHS trusts. Kings Fund. Available at: <https://www.england.nhs.uk/wp-content/uploads/2018/03/wres-engagement-absence-agency-spend.pdf> [accessed 16.10.20].

Robertson-Smith, G and Markwick, C (2009) *Employee Engagement: A review of current thinking*. Available at: <https://www.employment-studies.co.uk/system/files/resources/files/469.pdf> [accessed 17.10.20].

Deller, J (2020) *5 Easy Ways to Measure the ROI of Training*. Available at: <https://kodosurvey.com/blog/5-easy-ways-measure-roi-training> [accessed 17.10.20].

Demourouti E, Bakker AB, Nachreiner F, Schaufeli WB (2001), 'The job demands resources model of burnout', *Journal of Applied Psychology*, 86, 499–512

Design for Life (2015) NHS Wales. Available at: <http://www.wales.nhs.uk/documents/signed-for-life-e.pdf> [accessed 15.10.20].

Ellis, C (2016) *Contemporary Developments in Employee Relations in Human Resource Management: People and Organisations* (2nd Edition).

Edwards, M (2018) *Bridging the gap: an evidence-based approach to employee engagement*. Available at: https://www.employment-studies.co.uk/system/files/resources/files/mp141_Bridging_the_gap_evidence-based_approach_to_employee_engagement_0.pdf [accessed 14.10.20].

Engage for Success (2020) *What is Employee Engagement*. Available at: <https://engageforsuccess.org/> [accessed 14.10.20].

Engage for Success (2020) *3 Ways to Improve Employee Engagement In Your Organisation*. Available at: <https://engageforsuccess.org/3-ways-to-improve-employee-engagement-where-you-work> [accessed 19.10.20].

Friedman, Z (2019) *Google Says the Best Teams Have These 5 Things*. Forbes. Available at: <https://www.forbes.com/sites/zackfriedman/2019/01/28/google-says-the-best-teams-have-these-5-things/> [accessed 19.10.20].

Gallup (2016) *Engagement at Work: Its Effect on Performance Continues in Tough Economic Times*. Available at: <https://hr.uci.edu/partnership/survey/pdf/03-Gallup-Q12-Research.pdf> [accessed 20.09.20].

Gallup (2018) *How Having a Best Friend at Work Transforms the Workplace*. Available at: <https://www.gallup.com/cliftonstrengths/en/249605/having-best-friend-work-transforms-workplace.aspx> [accessed 20.09.20].

Gallup (2020) *Employee Experience (2020)* Available at: <https://www.gallup.com/workplace/242252/employee-experience.aspx> [accessed 20.08.20].

Gallup Q12: *No. 1 employee engagement survey and all the strategic advice that goes with it*. Available at: <https://www.gallup.com/access/239210/employee-engagement-survey.aspx> [accessed 20.08.20].

Gallup Q12: *Fortune 500 Employee Engagement Tools for Your Size Company*. Available at: <https://q12.gallup.com/> [accessed 20.08.20].

Gleeson, B (2017) *5 Powerful Steps to Improve Employee Engagement*. Forbes. Available at: <https://www.forbes.com/sites/brentgleeson/2017/10/15/5-powerful-steps-to-improve-employee-engagement/> [accessed 14.10.20].

Groysberg, B., Lee, L., Price, J., J, Yo-Jud Chen (2018) *The Leader's Guide to Corporate Culture*. Harvard Business Review. Available at: <https://hbr.org/2018/01/the-culture-factor> [accessed 16.10.20].

HEIW (2018) *Communication and Engagement Plan*.

HEIW (2020) *HEIW spell out their plans for creating a more equal Wales*. Available at: <https://heiw.nhs.wales/news/heiw-spell-out-their-plans-for-creating-a-more-equal-wales/>

HEIW (2020) *Board report (24th September): HEIW Strategic Equality Report*. Available at: <https://heiw.nhs.wales/files/board-papers-september-2020/> [accessed 19.10.20].

HEIW (2020) *Equality, Diversity and Inclusion Policy*. Available at: <https://heiw.nhs.wales/files/equality-diversity-and-inclusion-policy/> [accessed 19.10.20].

HEIW (2020) *HEIW Gender Pay Gap Reporting*. Available at: <https://heiw.nhs.wales/corporate/key-documents/gender-pay-gap-report-2020/> [accessed 19.10.20].

HEIW (2020) *Wellbeing resources released for NHS Wales staff*. Available at: <https://heiw.nhs.wales/news/wellbeing-resources-released-for-nhs-wales-staff/> [Accessed 31 March 2020].

HEIW (2020) *Board report*. Available at: <file:///C:/Users/em021016/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/0A9Si043/> [accessed 19.10.20].

HEIW (2020) *Health & Social Care Workforce Strategy*. Available at: <https://heiw.nhs.wales/programmes/health-social-care-workforce-strategy/> [accessed 19.10.20].

HEIW (2020) *Healthy Working Relationships*. Available at: <https://heiw.nhs.wales/programmes/our-big-conversation/healthy-working-relationships/> [accessed 19.10.20].

HEIW (2020) *Our Wellbeing Matters*. Available at: <https://weds.heiw.wales/assets/Uploads/b785d611ee/Our-Wellbeing-Matters-November-with-contacts-Mar-2020.pdf> [accessed 19.10.20].

HEIW (2020) *Manager Wellbeing Matters*. Available at: <https://weds.heiw.wales/assets/Uploads/034eeddfef/Manager-Wellbeing-Matters-With-Contacts-Mar-2020.pdf> [accessed 19.10.20].

HEIW (2018) *Health and Wellbeing Charter*. Available at: <https://weds.heiw.wales/assets/Uploads/2c29820ad2/NHS-Wales-Health-Wellbeing-Charter.pdf> [accessed 16.10.20].

Hemp P (2004), 'Presenteeism: at work – but out of it', *Harvard Business Review*, Vol. 82, pp. 49–58

Holbeche, L. and Matthews, G. (2012) *Engaged: Unleashing your Organisation's potential through employee engagement*. Chichester: Wiley/John Wiley & Sons.

Imison, C., Buchan, J., Xavier, S. (2009) *NHS Workforce Planning: Limitations and possibilities*. The Kings Fund. Available at: <http://www.wales.nhs.uk/sitesplus/documents/829/nhs%20workforce%20planning%20kingsfund.pdf> [accessed 14.10.20].

Investors in People (2020) Available at: <https://www.investorsinpeople.com/accreditations/we-invest-in-people/> [accessed 17.10.20].

Investors in People (2020) *SMART (or... specific, measurable, agreed, attainable and achievable, realistic and resourced, time-bound) objectives will help you prioritise work, monitor progress and celebrate people's achievements*. Available at: <https://www.investorsinpeople.com/knowledge/3-steps-to-make-your-objectives-smart/> [accessed 19.10.20].

Jacob, S (2018) *The 7 Benefits of An Onboarding Program*. WORKEST. Available at: <https://www.zenefits.com/workest/top-7-benefits-onboarding-program/> [accessed 16.10.20].

Kahn, W. A. (1990) *The psychological conditions of personal engagement and disengagement at work*. *Academy Of Management Journal*. Vol33. Pp692-724.

Kaminski, K & Lopes, T (2019) *Return on Investment: Training and Development*. SRHM. Available at: https://www.shrm.org/certification/for-organizations/academic-alignment/faculty-resources/Documents/09-0168%20Kaminski%20ROI%20TnD%20IM_FINAL.pdf [accessed 19.10.20].

Kirkpatrick Partners (2020) *The Kirkpatrick Model*. Available at: <https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model> [accessed 20.10.20].

Lenth, E.V. (2001) *Some practical guidelines for effective sample size determination*. The American Statistician, Vol.55, No.3, pp.187-93.

Lencioni, P (2005) *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. PB Printing.

Levinson E (2007a), *Developing High Employee Engagement Makes Good Business Sense*, www.interactionassociates.com/ideas/2007/05/developing_high_employee_engagement_makes_good_business_sense.php

Lucidchart (2020) *The Kirkpatrick Evaluation Model: How to Measure Training Effectiveness*. Available at: <https://www.lucidchart.com/blog/how-to-use-the-kirkpatrick-evaluation-model>

Lytle, T (2016) *Tips to Increase Employee Engagement Without Spending a Dime*. SHRM. Available at: <https://www.shrm.org/hr-today/news/hr-magazine/1016/pages/7-tips-to-increase-employee-engagement-without-spending-a-dime.aspx> [accessed 17.10.20].

Macleod, D. and Clarke, N. (2009) *Engage for Success: enhancing performance through employee engagement*. A report to government. London: Department for Business, Innovation and Skills.

Martinuzzi, B (2009/2020) *The Power of Trust: a Steel Cable How Open, Honest and Reliable Are You?* Available at: https://www.mindtools.com/pages/article/newLDR_46.htm [accessed 19.10.20].

Mercer (2019) *Building a better employee experience*. Available at: <https://www.mercer.com/our-thinking/career/voice-on-talent/building-a-better-employee-experience.html> [accessed 01.09.20].

Merrington, N (2018) Google: The 5 dynamics of an effective team. Available at: <https://www.thinkwithgoogle.com/intl/en-gb/consumer-insights/consumer-trends/five-dynamics-effective-team/> [accessed 19.10.20].

MindTools (2020) *How to Have a Great One-on-One: Catch Problems Early and Build Trust*. Available at: <https://www.mindtools.com/pages/article/great-one-on-one.htm> [accessed 19.10.20].

MindTools (2020) *SMART Goals: How to Make Your Goals Achievable*. Available at: <https://www.mindtools.com/pages/article/smart-goals.htm> [accessed 20.10.20].

MindTools (2020) *Kirkpatrick's Four-Level Training Evaluation Model Analyzing Learning Effectiveness*. Available at: <https://www.mindtools.com/pages/article/kirkpatrick.htm>

Naber, A (2007) *One third of your life is spent at work: The average person will spend 90,000 hours at work over a lifetime*. Andrew Naber '07 conducts research to make it better. Gettysburg College. Available at: <https://www.gettysburg.edu/news/stories?id=79db7b34-630c-4f49-ad32-4ab9ea48e72b&pageTitle=1%2F3+of+your+life+is+spent+at+work> [accessed 19.10.20].

NHS Confederation (2017) *Our Greatest asset: The NHS Workforce*. Available at: <https://www.nhsconfed.org/-/media/Confederation/Files/Wales-Confed/NHS-Workforce-Briefing.pdf> [accessed 21.10.20].

NHS Wales Charter (2019) *The Charter for International Health Partnerships in Wales: Recommitment Ceremony and Charter Implementation Toolkit*. Public Health Wales. Available

at: <https://phw.nhs.wales/news/the-charter-for-international-health-partnerships-in-wales-recommitment-ceremony-and-charter-implementation-toolkit/> [accessed 20.10.20].

NHS Employers (2013) *The Staff Engagement Toolkit: An online resource, supporting you to increase staff engagement in your organisation*. Available at: <https://www.nhsemployers.org/~media/Employers/Documents/SiteCollectionDocuments/staff-engagement-toolkit.pdf> [accessed 20.10.20].

NHS Employers (2015) *Shape your Future Workforce*. Available at: <https://www.nhsemployers.org/campaigns/think-future/why-should-the-nhs-employ-more-young-people/shape-your-future-workforce> [accessed 19.10.20].

NHS Wales Awards. *Bridging the gap: Working Seamlessly across Organisations*. YouTube. Available at: https://www.youtube.com/watch?v=oGtgCHv_vCY

NHS Wales Employers (2018) *Retaining our staff – a key to success in difficult times*. NHS Wales Collaboration. Available at: <https://www.nhsemployers.org/~media/Confederation/Files/Wales-Confed/Retaining-our-staff-is-key-to-success-in-difficult-times.pdf> [accessed 19.10.20].

NHS Planning Framework (2019/2022) Available at: <http://www.wales.nhs.uk/sitesplus/documents/862/Item%205.1.1%20NHS%20Wales%20Planning%20Framework%202019-22.pdf> [accessed 15.10.20].

NHS Wales Staff Survey (2018). Available at: <http://www.wales.nhs.uk/sitesplus/documents/866/4.3b%20National%20Staff%20Survey%20Report.pdf> [accessed 17.10.20].

HEW Workforce Trends (as at 31 March 2019).

Nuffield Trust (2020) *NHS staffing tracker: Monitoring and analysis of key workforce targets and trends*. Available at: https://www.nuffieldtrust.org.uk/nhs-staffing-tracker/?gclid=EAlaIqobChMIImMiP2arz7AIVze7tCh2voQ4kEAAAYASAAEgISd_D_BwE [accessed 19.10.20].

Parliamentary Review (2018) *The Parliamentary Review of Health and Social Care in Wales*. Wales.Gov. Available at: <https://gov.wales/sites/default/files/publications/2018-01/Review-health-social-care-report-final.pdf> [accessed 19.10.20].

Peakon (2020) *The Four Phases of Employee Experience*. Available at: <https://peakon.com/resources/library/the-four-phases-of-employee-experience/> [accessed 22.09.20].

Perkins, G & Woodhams, C. (2016) *Using Information in Human Resources*. London. CIPD.

People Insight (2020) *Employee Experience vs Employee Engagement: What's the Difference?* Available at: <https://peopleinsight.co.uk/employee-experience-vs-engagement/> [accessed 01.09.20].

People Pulse (2020) *A Complete Guide to Staff Pulse Survey*. Available at: <https://peoplepulse.com/resources/useful-articles/complete-guide-staff-pulse-surveys/> [accessed 19.10.20].

Price, H (2020) How to increase employee engagement in 7 simple steps. Available at: <https://blog.jostle.me/blog/increase-employee-engagement> [accessed 19.10.20].

Sage (2020) *The importance of employee experiences in HR tech selection*. Available at: https://www.sagepeople.com/Ventana2020-employee-experience/?gclid=EALalQobChMloszD0bO57AIVS9iyCh2cMwr9EAMYAiAAEgJcMPD_BwE [accessed 21.09.20].

Saunders, M, Lewis, P. and Thornhill, A. (2016) *Research methods for business students*. 7th ed. Pearson. Harlow, England.

Schaufeli, W.B. and Bakker, A. B. (2010) The conceptualization and measurement of work engagement. In Bakker, W.B. and Leiter, M.P. (eds). *Work engagement: a handbook of essential theory and research*. New York: Psychology Press.

Schaufeli, W.B., Taris, T. W. and Van Rhenen, W, (2008) Alcoholism, burnout and engagement: three of a kind or three different kinds of employee wellbeing. *Applied Psychology. An International Review*. Vol 57. Pp173-203.

Survey Monkey: *Survey Sample Size*. Available at: <https://www.surveymonkey.com/mp/sample-size/> [accessed 19.09.20].

Shriar, J (2015) *10 Essential Pillars of Employee Engagement*. Available at: <https://www.bpir.com/images/PDFs/v8i10/r11436.pdf> [Accessed on: 24 October 2020].

6 Q Blog (2020) *Proven Methods to Increase Employee Engagement in the Workplace*. Available at: <https://inside.6q.io/increase-employee-engagement-in-the-workplace/> [accessed 19.10.20].

Sorenson & Garman (2013) *Engaging Employees After the Honeymoon Period*. Gallup. Available at: <https://news.gallup.com/businessjournal/163463/engaging-employees-honeymoonperiod.aspx#:~:text=Workers%27%20relatively%20high%20engagement%20levels%20during%20the%20first,expectations%20and%20having%20opportunities%20to%20learn%20and%20grow.> [accessed 19.10.20].

Starton, L (2018) *Employee Training and Development: How to Measure the ROI of Training Programs*. Available at: <https://www.hrtechnologist.com/articles/learning-development/employee-training-and-development-how-to-measure-the-roi-of-training-programs/> [accessed 15.10.20].

Stephanou, A. (2020) *10 Reasons Why Employee Engagement Is Important*. CareerAddict. Available at: <https://www.careeraddict.com/importance-employee-engagement> [accessed 10.10.20].

Sonnentag S (2003), 'Recovery, work engagement, and proactive behaviour: a new look at the interface between non-work and work', *Journal of Applied Psychology*, 88(3), 518–528

Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Allyn & Bacon/Pearson Education.

Taylor, S. (2016) *Improving Organisational Performance* in Taylor and Woodham (2nd Edition) *Studying Human Resource Management*. London: CIPD.

The Kings Fund (2015; 2017): *Six building blocks for harnessing the creativity and enthusiasm of NHS staff*. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/staff-engagement-feb-2015.pdf [Accessed 7 May 2020].

The Kings Fund (2017) *Caring to change: How compassionate leadership can stimulate innovation in health care*. Available at: [https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Caring to change Kings Fund May 2017.pdf](https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Caring_to_change_Kings_Fund_May_2017.pdf) [accessed 10.10.20].

West, M. A. Dawson, J.F. (2012) *Employee Engagement and NHS performance*: Lancaster University & University of Sheffield. The Kings Fund. Available at: <https://www.kingsfund.org.uk/sites/default/files/employee-engagement-nhs-performance-west-dawson-leadership-review2012-paper.pdf> [Accessed 21 September 2020].

West, M. A. Dawson, J.F. (2018) *"Employee engagement, sickness absence and agency spend in NHS trusts"*. The King's Fund. Available at: <https://www.england.nhs.uk/wp-content/uploads/2018/03/wres-engagement-absence-agency-spend.pdf> [Accessed 20 September, 2020].

Woodham C, Perkins G & Wilkinson K (2016) *Developing the knowledge and skills of the HR Professional* in Taylor and Woodham (2nd Edition) *Studying Human Resource Management*. London: CIPD.

ONS (2020) *Unemployment rate in Wales (16 and over seasonally adjusted)*. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment> [Accessed 20 October, 2020].

Evidence 1

Theme	NHS Wales		
	2018	2016	2013
Intrinsic psychological engagement	4.02	3.91	3.80
Ability to contribute towards improvements at work	3.65	3.35	3.14
Staff advocacy and recommendation	3.79	3.68	3.37
OVERALL ENGAGEMENT INDEX SCORE:	3.82	3.65	3.43

Evidence 2

- ✓ 48% of staff said that they cannot meet all the conflicting demands on their time;
- ✓ 57% said that they have adequate materials, supplies and equipment to do their work;
- ✓ 30% said that there are enough staff for them to do their job properly.
- ✓ 29% said that communication between senior managers and staff is effective
- ✓ And only 28% of staff believed that senior managers would act on the results of the survey.
- ✓ 29% said that change is well managed
- ✓ 15% of staff said that they have experienced harassment, bullying or abuse at work from their manager/team leader or other colleagues (in some organisations this was more than 25%);
- ✓ Levels of work-related stress had improved slightly but were still high with 28% of staff saying that they have been injured or felt unwell as a result of work-related stress during the past 12 months.

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 15 October 2020 11:48
To: Angie Oliver (HEIW) <Angie.Oliver@wales.nhs.uk>
Cc: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>
Subject: CIPD

Hi Angie

As I mentioned to you the other week, Emma and I's next module is contributing to Employee Engagement. We attended the lecture yesterday and were informed that we had to carry out some form of research on employee engagement in the organisation. We have a really tight turn around of 3 ½ weeks!

Emma and I met this morning to discuss a potential area we could work on together around engagement levels of new starters.

Ideally we would have liked to have measured this across all new starters who had joined the organisation since lockdown, but know this is probably not feasible as we would need Exec approval and this wouldn't be possible in the timeframe and they may not even approve it. Therefore, we were thinking of doing this with the new starters in workforce only. This would at least give us an idea of engagement levels in our directorate and the tutor has confirmed that we can use a very small sample as long as we can justify why – which we think we can. One of our recommendations could then be that it is rolled out across all directorates to compare levels and identify any hot spots where engagement is low.

We were planning on using appropriate questions from Gallop's 12 questions along with some questions from the HNA plus some free text questions asking for suggestions for improvement.

This is the link to Gallop's 12 questions - <https://www.getvetter.com/posts/174-gallup-s-12-employee-engagement-questions-1-it-forgot#:~:text=%20Gallup%27s%2012%20employee%20engagement%20questions%20%2B%201,at%20work%20who%20encourages%20my%20development.%20More%20> we are only thinking of using some of the questions as they are not all appropriate.

Would you be in agreement with this? If so, we will need some evidence from you that you support our plan and ultimately our recommendations, so, if possible, could we have a brief catch up early next week as you may have some further suggestions.

Thank you so much

Ruth & Emma

Ruth Taylor

**Cynghorydd Gyrfaeodd ag Ehangu
Mynediad**

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

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Ffôn: 01443 846380
E-bost: Ruth.taylor@wales.nhs.uk
We: aagic.gig.cymru
 @AaGIC_GIC

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Telephone: 01443 846380
Email: Ruth.taylor@wales.nhs.uk
Web: hiw.nhs.wales
 @HEIW_NHS

Emma Carrington (HEIW)

Subject: FW: CIPD
Importance: High

Thanks Angie

Foula, please see below our email to Angie. Happy to have a catch up with you to explain in more detail. We would obviously anonymise all data and can fill out any necessary paperwork and of course share our findings and recommendations!

BW

Ruth and Emma

Ruth Taylor

Cynghorydd Gyrfaoedd ag Ehangu
Mynediad

Addysg a Gwellu Iechyd Cymru
(AaGIC)

Careers & Widening Access Advisor

Health Education and Improvement Wales
(HEIW)

From: Angie Oliver (HEIW) <Angie.Oliver@wales.nhs.uk>
Sent: 15 October 2020 11:58
To: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Cc: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>
Subject: RE: CIPD

Hi Ruth/Emma

I'd support this – but could you run past Foula as she leads for People and induction – and will have the lists of new starters, as it's her area and I want to ensure she'd be comfortable with this.

Cofion cynnes

Angie

Mrs Angie Oliver
Deputy Director of Workforce & Organisational Development
Health Education and Improvement Wales (HEIW)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

Ext: 4175
External: 01443 824175 / 07583 097014

Email: Angie.oliver@wales.nhs.uk
heiw.nhs.wales

Mrs Angie Oliver
Dirprwy Gyfarwyddwr Gweithlu a Datblygiad Sefydliadol
Addysg a Gwellu Iechyd Cymru (AaGIC)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

Est: 4175
Allanol: 01443 824175 / 07583 097014

E-bost: Angie.oliver@wales.nhs.uk

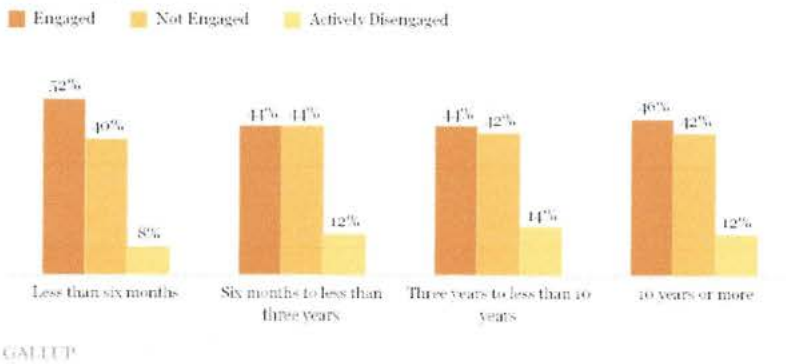
See our [NHS Wales Staff Wellbeing Covid -19 Resource](#)



Evidence 4

The Engagement Honeymoon Period

Workers are more engaged during their first six months -- the "honeymoon period" -- than they are at any other stage in their employment with a company. About half (52%) of employees are engaged at this point, while 40% are not engaged, and 8% are actively disengaged. After the honeymoon is over, engagement dips significantly, to 44% engaged among workers under the 10-year mark, and tends to remain flat for the duration of a typical employee's career.



<https://news.gallup.com/businessjournal/163463/engaging-employees-honeymoon-period.aspx#:~:text=Workers%27%20relatively%20high%20engagement%20levels%20during%20the%20first,expectations%20and%20having%20opportunities%20to%20learn%20and%20grow.>



New Starter Employee Engagement Task and Finish Group

Friday 16th 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

1. Purpose

The group met to discuss the feasibility and appropriateness of carrying out a new starter employee engagement survey. There have been several 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 month 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 Gallop's 12 Questions, the line manager relationship 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.

Emma Carrington (HEIW)

From: Rachel Mort (HEIW)
Sent: 19 October 2020 13:00
To: Ruth Taylor (HEIW)
Cc: Emma Carrington (HEIW)
Subject: RE: New Starters Data
Attachments: New Starters.xlsx

Hi Ruth,
 Please find attached the additional data.
 Kind Regards,
 Rachel

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 19 October 2020 12:41
To: Rachel Mort (HEIW) <Rachel.Mort@wales.nhs.uk>
Cc: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>
Subject: RE: New Starters Data

Great. Thanks Rachel

Are you able to provide it broken down into directorates. Just how many from each one over the six month period, not per month.

Thanks

Ruth

Ruth Taylor

Cynghorydd Gyrfaedd ag Ehangu
 Mynediad

Addysg a Gwellu Iechyd Cymru
 (AaGIC)

Careers & Widening Access Advisor

Health Education and Improvement Wales
 (HEIW)

From: Rachel Mort (HEIW) <Rachel.Mort@wales.nhs.uk>
Sent: 19 October 2020 12:39
To: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Subject: New Starters Data

Hi Ruth,

Jeremy has asked to provide data on the numbers of staff that have commenced in HEIW since March to end of August. Therefore, please find an attachment which provides this data from the ESR reports we receive on a monthly basis and also the agency starters.

Kind Regards,
 Rachel

Cofion caredig Kind Regards
 Rachel Mort

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

Advantages and Disadvantages of a pulse Survey

Advantages	Disadvantages
Increased employee engagement. By asking HEIW employees regularly for their feedback, the organisation is encouraging positive engagement which also provides huge organisational benefits such as: ▪ Employee satisfaction: employees become more engaged within HEIW, their job satisfaction levels rise, and they become more invested in the success of their organisation. ▪ Productivity: employees that are more engaged are found to be the top performers in an organisation. With higher motivation, they are driven to succeed. ▪ Retention: employees are far more likely to stay with an organisation when they are engaged and satisfied with their current job. ▪ Profitability: when employees are more engaged, they tend to have higher profitability rates as they are more productive and motivated to be successful.	If they are sent out too often, they can lose effectiveness. Be sure to send these out at appropriate times. If employees are asked to take the survey an unnecessary amount of times, they will begin to put less effort into them. A weekly pulse, for example, can quickly lead to survey fatigue.
Conducted on a more regular basis: monthly, quarterly, etc. This helps gain quicker, more relevant feedback.	Can be discouraging. Because employees are putting in the effort to give their honest feedback, proper action must be taken after evaluating the feedback. If you do not do anything in response to what they say, they will be discouraged to providing feedback in the future. Hence you need to assess if you have appropriate resources in-house to communicate and act on the outcomes of weekly feedback (which is the expectation you are setting).
Can help boost A happier, positive culture is created in an organisation that is focused on listening to their workforce and actively working to boost engagement.	

EV7

Advantages	Disadvantages
Serves as a reminder that management values staff input. By sending out these surveys frequently, HEIW are letting employees know that the organisation place importance on what they have to say.	
Much shorter. They are typically only 5-15 questions; therefore, they aren't very time consuming to complete.	
Useful for focusing on a targeted set of questions relating to current objectives.	
Great for evaluating reactions to change that has been implemented in an organisation	
Provide a regular measure and trend line all throughout the year of changes in engagement and satisfaction levels – providing a level of transparency that an annual engagement survey won't deliver	
Quick completion time. Because they are short and simple, these surveys are not time consuming and allow for employees to give their honest input in a timely matter.	
Higher response rates. Since these surveys are meant to be quick and easy to complete, organisations see higher response rates on staff pulse surveys than less frequent alternatives.	
Promotes open communication. Being able to express your thoughts, concerns, and motivations is important in an organisation. By showing your employees that you care to listen, they will feel more comfortable giving their honest feedback	

<https://peoplepulse.com/resources/useful-articles/complete-guide-staff-pulse-surveys/>



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



GIG
NHS

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

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.

Emma Carrington (HEIW)

From: HEIW Organisational_Development (HEIW)
Sent: 26 October 2020 13:30
To: Georgia Croft (HEIW); Keith Hawkins (HEIW); Katie Jeffries (HEIW); Tom Metcalfe (HEIW); Alexandra Milligan (HEIW); Wendy Wilkinson (HEIW); Hannah Price (HEIW); Christian Favager (HEIW); Christine Henderson (HEIW); Emma Lissamore (HEIW); Andreina Ramdhun (HEIW); Mia Roach (HEIW); Ricky Hartland (HEIW); Angela Parry (HEIW); Hannah Stone (HEIW); Ben Baker (HEIW); Sara-Catrin Cook (HEIW); Cristina Diaz-Navarro (HEIW); Joanna Doyle (HEIW); Catherine McCaw (HEIW); Suman Mitra (HEIW); Claire Monks (HEIW); Jennifer Powell (HEIW); Sonia Lloyd-Roberts (HEIW); Rebecca Shepherd (HEIW); Olivia Barratt (HEIW); Beckie Chandler (HEIW); Jaci Evans (HEIW); Sion Ford (HEIW); Kate Richards (HEIW); Rubeca Williams (HEIW); Bryony Williams (HEIW); Marc Edwards (NWIS - Clinical)
Cc: Ruth Taylor (HEIW); Emma Carrington (HEIW); Jeremy Ashdown (HEIW)
Subject: New Starter Employee Engagement Survey

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 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.

Cofion caredig Kind Regards

Rachel Mort

Gweinyddwr Pobl / People Administrator

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

Ffôn: (01443) 846317

e-bost: / email: Rachel.Mort@wales.nhs.uk

aagig.gig.cymru / heiw.nhs.wales



GIG
CYMRU
NHS
WALES

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

New Starter Employee Engagement Survey

Page 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 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

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						
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

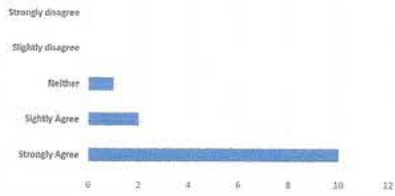
Total	Max	%
25	26	96%

Overall Totals	Total	Max	%
	228	286	80%

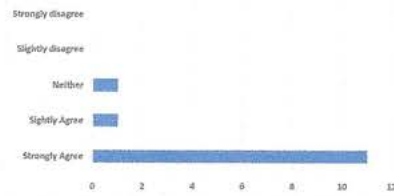
1.1. The recruitment Process		1.2. Information & Support received in 1st week		1.3. Services & Functions		1.4. My laptop & email account		1.5. My support networks		1.6. Help and support from my line manager	
Strongly Agree	10	Strongly Agree	11	Strongly Agree	12	Strongly Agree	12	Strongly Agree	10	Strongly Agree	10
Slightly Agree	2	Slightly Agree		Slightly Agree		Slightly Agree		Slightly Agree		Slightly Agree	
Neither	1	Neither	1	Neither		Neither		Neither	1	Neither	1
Slightly disagree		Slightly disagree		Slightly disagree	1	Slightly disagree		Slightly disagree	2	Slightly disagree	2
Strongly disagree		Strongly disagree		Strongly disagree		Strongly disagree		Strongly disagree		Strongly disagree	

1.7 Advice and support from team colleagues		1.8. Peer support within the Directorate		1.9 The HEIW Induction		1.10. HEIW Newcomers Network		Would you recommend HEIW as a place to work?	
Strongly Agree	10	Strongly Agree	9	Strongly Agree	7	Strongly Agree	6	Yes	12
Slightly Agree	2	Slightly Agree	3	Slightly Agree	5	Slightly Agree	4	No	
Neither	1	Neither		Neither		Neither	3	Not Sure	1
Slightly disagree		Slightly disagree	1	Slightly disagree		Slightly disagree			
Strongly disagree		Strongly disagree		Strongly disagree	1	Strongly disagree			

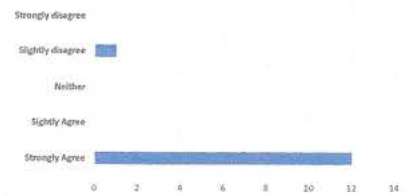
1.1. The recruitment Process



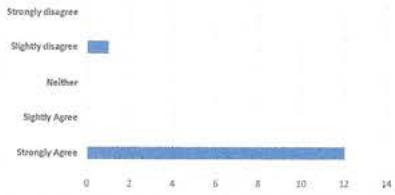
1.2. Information & Support received in 1st week



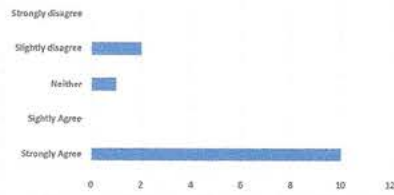
1.3. Services & Functions



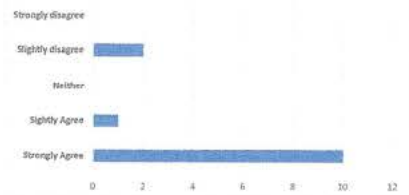
1.4. My laptop & email account



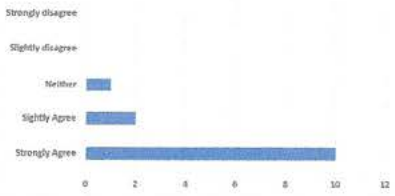
1.5. My support networks



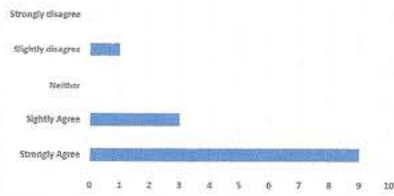
1.6. Help and support from my line manager



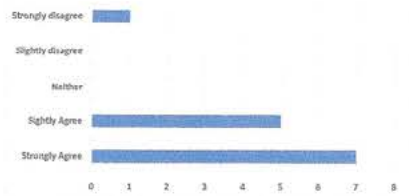
1.7. Advice & support from my team colleagues



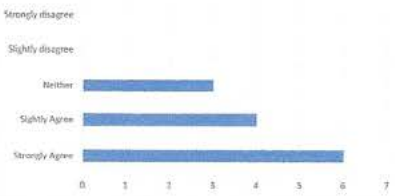
1.8. Peer support within the Directorate



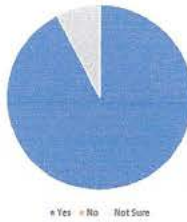
1.9 The HEIW induction



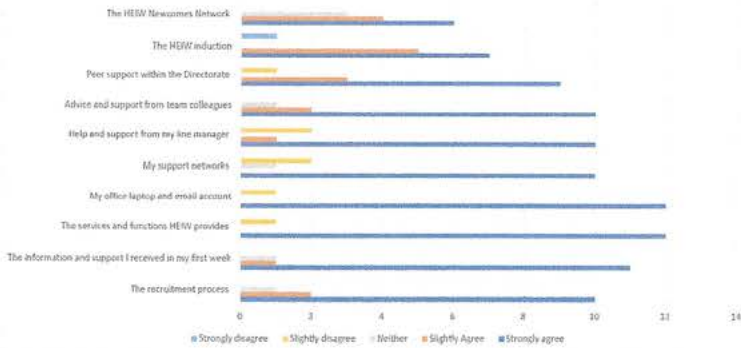
1.10. HEIW Newcomers Network



Would you recommend HEIW as a place to work?



I am satisfied with...



Free text comments

Question	Response	Theme
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	Line 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.	Line Manager
	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.	COVID
	Information about where to find our who is who when working remotely	Information
	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	Information
	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	Access
	A pack containing information about different teams and what services they deliver.	Information
	Everything is more difficult remotely so don't think there could be anything else	Induction
	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.	COVID
	I don't know that anything could have, to be honest!	COVID
	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.	Work load
	Because of the reason for leaving - lack of support from my manager when I needed it most	Line Manager
6. Please let us know why you have chosen this option (in response to Q5)		
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.	



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

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?



GIG
Addysg a Gwellia Iechyd
Cymru (AaGIC)
NHS
Health Education and
Improvement Wales (HEIW)

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



Method

Definition of a “new starter”

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

- Sample size = 34

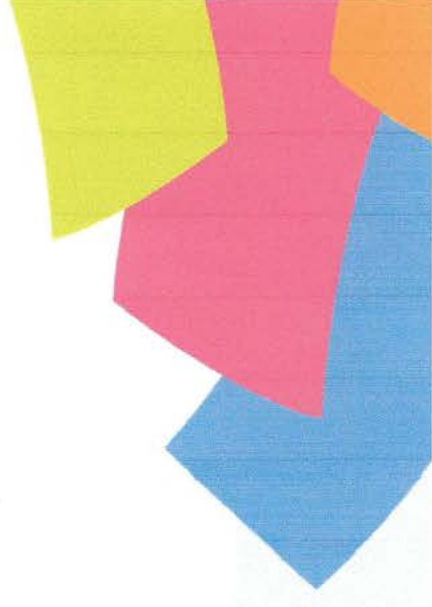
Measurement tool

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



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

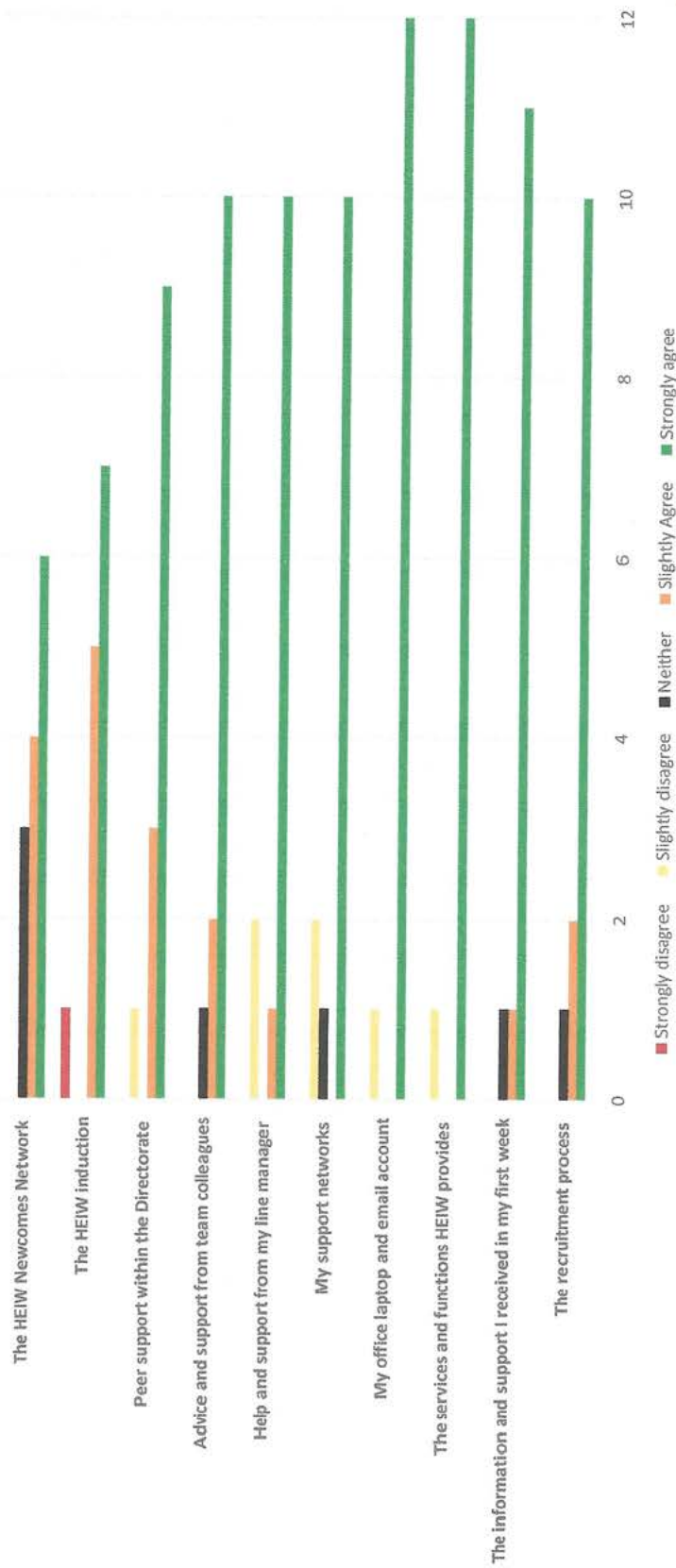
Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



Results

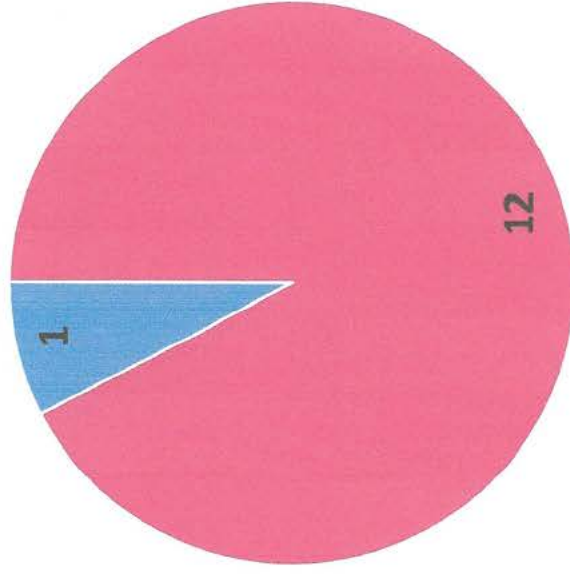
Respondents = 13 (38%)

I am satisfied with....



Results

Would you recommend HEIW as a place to work?



■ Yes ■ No ■ Not Sure

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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



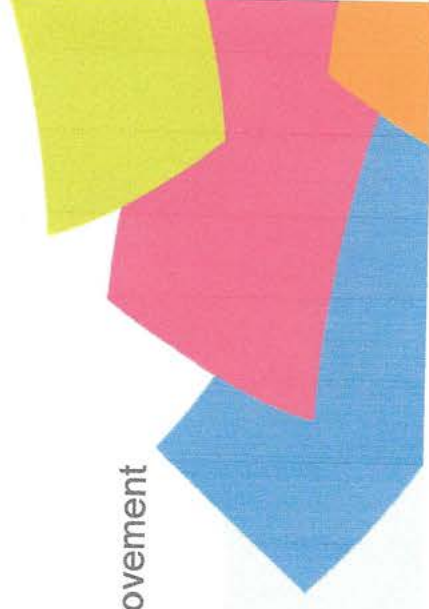
Recommendations

- 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
- Identify 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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



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.

HEIW PESTLE

Political – Government policies beneficial/detrimental to HEIW's success and whether the political environment is stable or likely to change.

Economic – Current economic performance affecting HEIW along with impact on revenue/costs – retirement and baby boom.

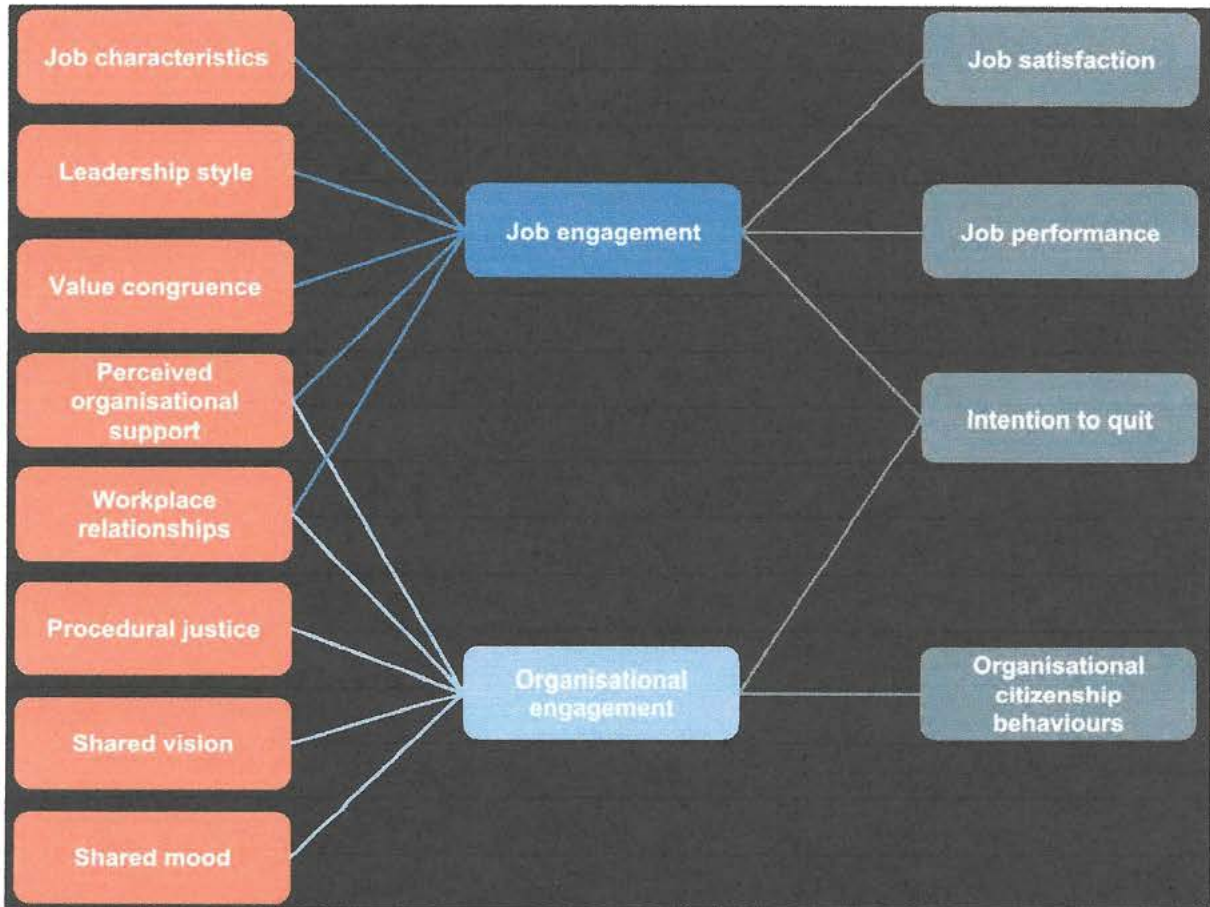
Social – Human behaviour or cultural trends have a role in HEIW. There has been a change in attitudes towards work and careers with the need to find a work life balance becoming an increasingly important requirement for HEIW employees.

Technological – Innovation and technological advancements by recognising the need to make progress on the digital and technologies agenda going forward.

Legal - HEIW undertake EIAs for all new policies and procedures.

Environmental – Environment (Wales) Act 2016 – HEIW are prepared for future environmental targets.

Drivers of Engagement



[https://www.employment-studies.co.uk/system/files/resources/files/mp141 Bridging the gap evidence-based approach to employee engagement 0.pdf](https://www.employment-studies.co.uk/system/files/resources/files/mp141_Bridging_the_gap_evidence-based_approach_to_employee_engagement_0.pdf)

Bundle HEIW Board (Open) 24 September 2020

AGENDA

Agenda (Open) Board September 2020 V7.docx

- 1 PART ONE - PRELIMINARY MATTERS
 - 1.1 Welcome and Introductions
 - 1.2 Apologies for Absence
 - 1.3 Declarations of Interest
 - 1.4 To receive and confirm the minutes of the Board held on 30 July 2020
 - 1.4 - Unconfirmed July Board Minutes_2020-07-30 (Open) V2 approved by CDVJ.docx
 - 1.5 Action Log
 - 1.5 - July Board Action Log _2020-07-30 (Open) V1.docx
 - 1.7 Matters Arising:
 - Review the Requirement to Extend the Term for Holding Electronic Conference Meetings
- 2 PART TWO - CHAIR AND CHIEF EXECUTIVE REPORTS
 - 2.1 Chair's Report
 - 2.1 - Chairs Report September.docx
 - 2.2 Chief Executive's Report
 - 2.2 - CEO Report Sept 2020 (F).docx
- 3 PART THREE - STRATEGIC ITEMS
 - 3.1 Approval of Education Contract Specification
 - 3.1a - Strategic Review Governance Approval Process (F).docx
 - 3.1b - Strategic Review Paper Board Approval - Final Position (F).docx
 - 3.2 Strategic Equality Plan
 - 3.2a - HEIW Strategic Equality Plan - HEIW Board Sign-off September 2020.docx
 - 3.2b - Final Draft - HEIW Strategic Equality Plan 2020-24.pdf
- 4 PART FOUR - GOVERNANCE, PERFORMANCE AND ASSURANCE
 - 4.1 Director of Finance Report
 - 4.1a - Sept 2020 - Finance Board Report (updated 17.09.20).docx
 - 4.1b - September 2020 - Board Finance Paper Appendix 1.docx
 - 4.1c - Monitoring Returns COMMENTARY Month 5 2020-21 final.docx
 - 4.1d - Month 5 - HEIW Monitoring Return Tables - Day 9.pdf
 - 4.2 Performance Report
 - 4.2a - Cover paper-Eng- Sept 2020 Bi-monthly Performance Report for Board v 2.docx
 - 4.2b - Integrated Performance Report September 2020 (final).docx
 - 4.2c - HEIW - Performance Reporting - Sept20 v4 Board version.pdf
 - 4.3 Corporate Risk Register
 - 4.3b - Corporate Risk Register (September 2020) (F).docx
 - Corporate Risk Register Board Cover Paper_24 September 2020 (F).docx
 - 4.4 Replacement of Specific Sections of the Statutes and Ordinances with Equivalent NHS Wales Policy(ies) covering Disciplinary, Capability, Grievance and Dignity at Work
 - 4.4 - Board Report on Statutes and Ordinances Sept 2020.docx
 - 4.5 Review of Committee Membership
 - 4.5 - Review of Membership of Board Committees_September 2020 V3.docx
 - 4.6 To receive key issue reports from:
 - 4.6.1 Education, Commissioning and Quality Committee held on 16 September 2020
 - 4.6 - ECQC Chair Key Issue Report_2020-09-17(Open) (F).docx
 - 4.7 In-Committee Decisions

5

PART FIVE - OTHER MATTERS

5.1

Any Other Urgent Business

5.2

Summary of Key Actions

5.3

Dates of Next Meetings:

5.3.1

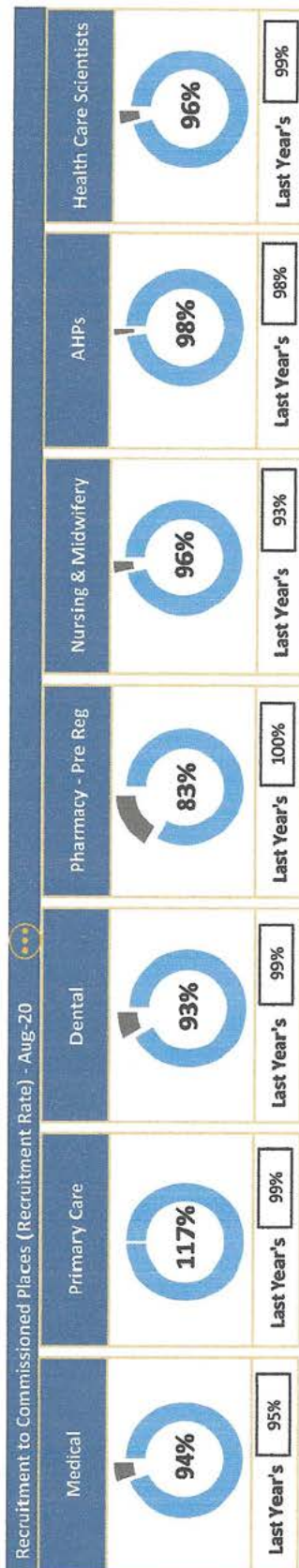
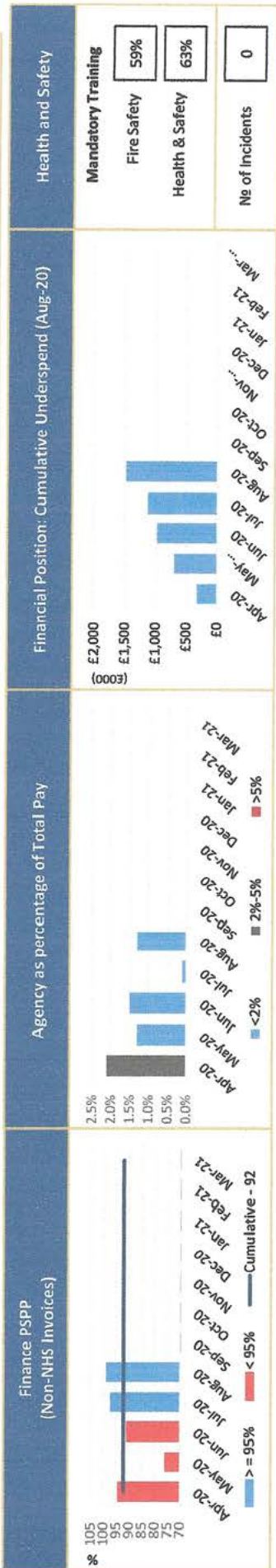
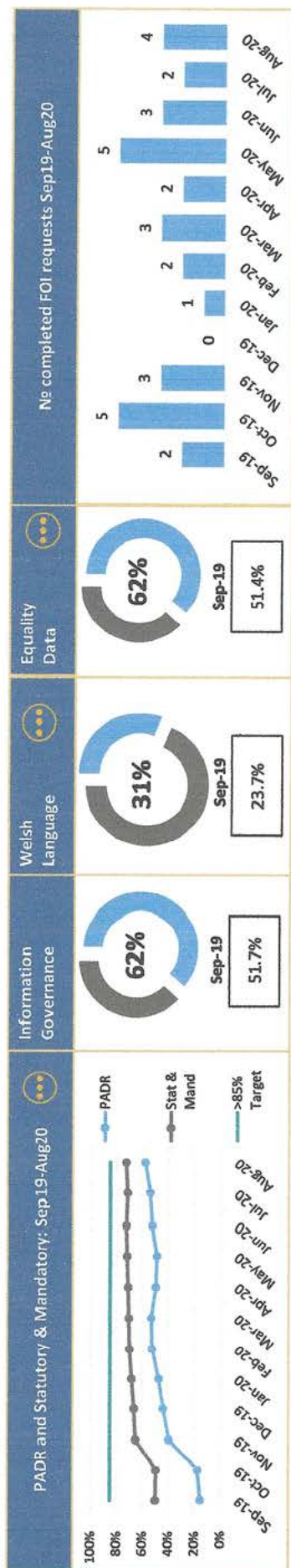
- HEIW Board Development Session to be held on 29 October 2020 to be confirmed either via Microsoft Teams/Teleconference or to be held in Ty Dysgu, Nantgarw

5.3.2

- HEIW Board to be held on 26 November 2020 to be confirmed either via Zoom/Teleconference or to be held in Ty Dysgu, Nantgarw

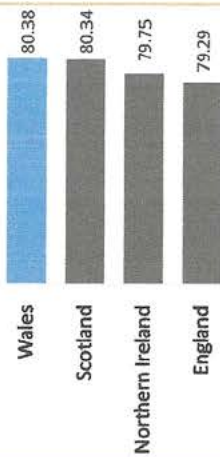
Addysg a Gwellu Iechyd
 Cymru (AaGIC)
 Health Education and
 Improvement Wales (HEI)

Departmental Information					
HEIW Face to Face & Online CPD Activity (Actual Attendees) : Apr-Aug		Ne of Medical Appraisals Completed Apr20-Aug20		Trainee Progression Governance: No. of Appeals	
4705 Apr19-Sep19 Apr20-Aug20 ■ Face to Face ■ Online		MARS Primary Care - MARS		3 9 8 2018 (Jan – Dec) 2019 (Jan – Dec) 2020 (Jan – Aug) ■ Decisions changed ■ Decisions maintained Total number of Hearings 2018 2019 2020 4 4 2	
People Team (Aug-20)		Professional Support Unit (Aug-20)		Disciplinary & Grievance	
Active Cases 317		Reason for Visits Health 173 ARCP outcome 53 Passing Exam 52 Training... 32 Professionalism 7		No Complaints 0	
Online Communication / Engagement (Aug-20)		FTE Days Lost by Sickness Reason (Sep19-Aug20)		12 month Sickness	
No Words Translated		Facebook: No Page likes		Sickness 2.1% NHS Wales Target 4.1% FTE Days Lost Short term : 494.5 Long term: 1216.9	
Staff in Post (Aug-20)		12 Month Rolling Turnover		12 month Sickness	
Headcount 435 Sep-19 Change ▲ 55 380		8.0% Anxiety/stress 491 Tumours & Cancers 489 Not classified 194 Cold, Cough, Flu 107 Gastrointestinal 91		Sickness 2.1% NHS Wales Target 4.1% FTE Days Lost Short term : 494.5 Long term: 1216.9	

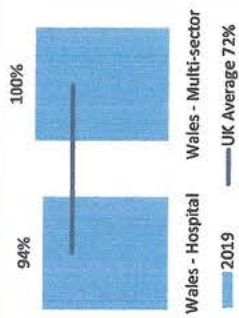


Benchmarking Information - 2019

GMC National Trainee Survey - Overall Satisfaction Scores (2019)



Pre-registration trainee pharmacists - Pass rate

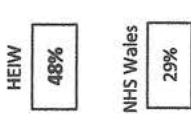


Staff Survey 2019

Engagement Index



Response Rates



Health Needs Assessment Score 2019

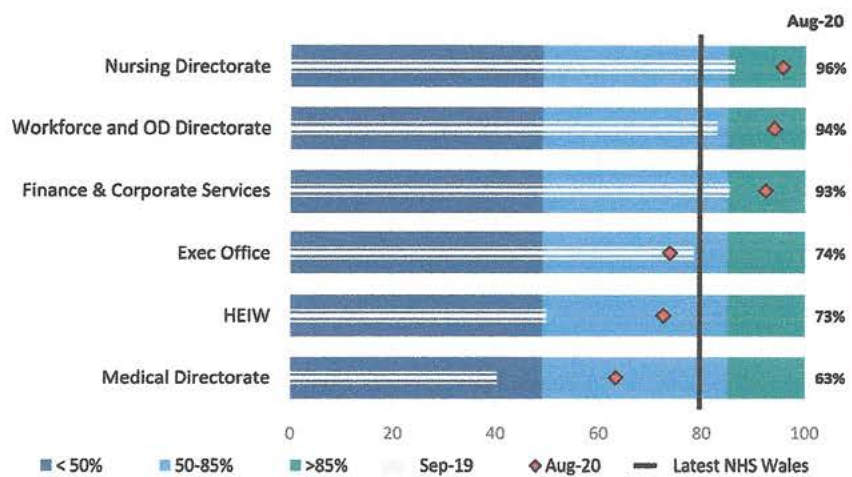
The Engagement Index (out



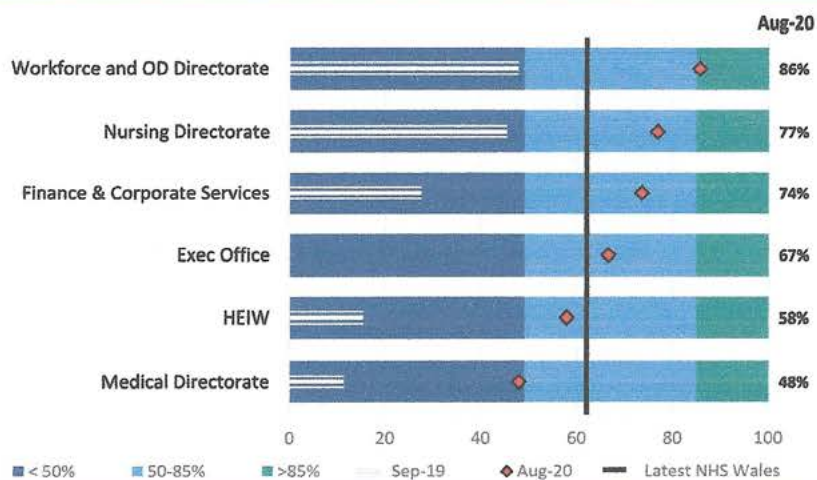
Response Rate

45%

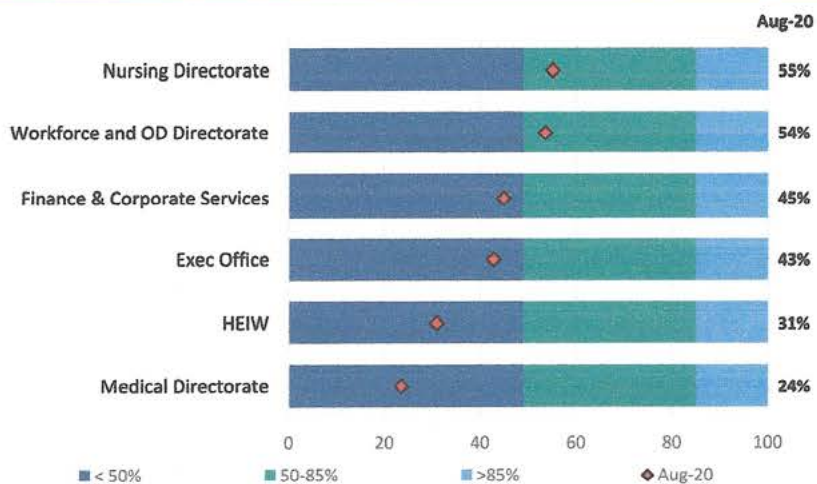
Statutory & Mandatory Training Rates by Department: Sep-19 - Aug-20



PADR Completion Rates by Department (Entered into ESR):

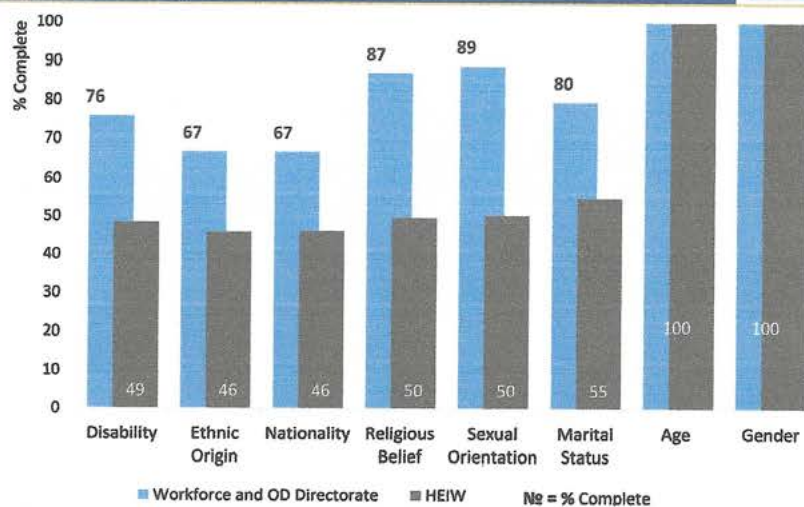


Welsh Language Competency Completion Rates by Department for



Individual Elements of the Equality Score as at . Comparing HEIW against Workforce and OD Directorate

Select Directorate: Workforce and OD Directorate



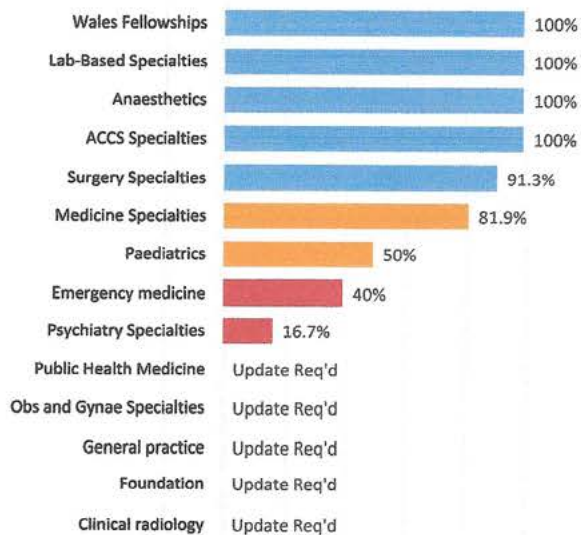
Secondary Care

Dental

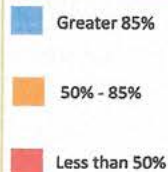
Nursing, AHP & HCS

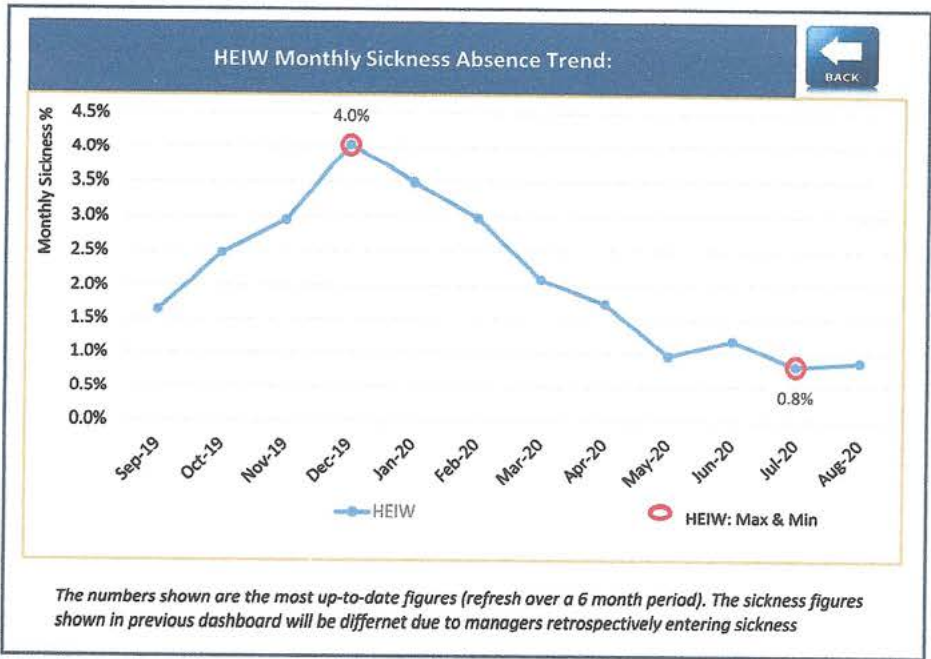
Pharmacy

Summary of Fill Rates by Category (Aug-20)



KEY







GIG
CYMRU
NHS
WALES

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

Meeting Date	9th September 2020	Agenda Item	
Report Title	Results of the COVID-19 mini Health Needs Assessment June 2020		
Report Author	Emma Carrington, Project Support Officer		
Report Sponsor	Claire Smith, Workforce Programmes Manager		
Presented by	Julie Rogers, Deputy CEO/Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	To consider the COVID-19 HNA results and future communication campaign linking to the 5 Ways to Wellbeing.		
Key Issues	To recognise that wellbeing can influence all aspects of individuals lives.		
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance
			✓
Recommendations	Members are asked to note and endorse the recommendations outlined on page 4 of this document.		

COVID-19 mini Health Needs Assessment (HNA) results

Health Education and Improvement Wales (HEIW)

1. INTRODUCTION AND BACKGROUND

HEIW is committed to enhancing the health and wellbeing of NHS colleagues and to be an exemplar organisation through promoting, facilitating and where appropriate monitoring the impact of health and wellbeing initiatives.

A Health Needs Assessment is a systematic process and useful tool used by organisations to assess the health and wellbeing issues facing a population (in this case HEIW colleagues). This useful tool measured the effectiveness of current practices in place within HEIW and the potential impact of future programmes being implemented.

A mini COVID-19 HNA was conducted between 1-14 June 2020 to give colleagues the opportunity to express their views, which received 109 responses. The results have been compared to those of the full HNA undertaken during October 2019. It is intended that a further HNA will be conducted during October 2020. The intention is to consult and engage all HEIW employees in the development and formulation of the HEIW Health and Wellbeing Strategy and action plan. The implementation of a Health and Wellbeing Strategy within HEIW would provide employees with support on issues that might be impacting their health and wellbeing and performance.

2. RESULTS

The results of the COVID-19 mini HNA during June 2020 have been compared to those collated in the main HNA during October 2019, initial indications are:

Mental Health

A **5% decrease** in their Mental Health when compared to the 2019 HNA. However, a **5% increase** was also demonstrated in those who feel that work often has a positive impact on their Mental Health during 2020 indicating that the impact of working on staff mental health is plus rather than a minus.

Exercise

The COVID-19 mini HNA demonstrated an **18% increase** in employees undertaking 150 minutes of Physical activity or 75 minutes of vigorous exercise a week which is in line with the Department of Health (2010) recommendations. A 15% increase was also evident in those employees who have undertaken exercise to improve balance at least twice a week, such as Pilates. There has been an **8% reduction** in the number of employees who have undertaken exercise that strengthens their muscles over 2 days was also evident yet, there has been a significant **24% increase (4% to 28%)** in the number of employees that are undertaking a form of exercise over 6 days or more.

Sleep

The COVID-19 mini HNA indicated there has been a **5% increase** in the number of employees who highlighted sleep has been troubling them compared to 2019. Employees who often experience sleep trouble reported a **4% decrease** in 2020 and a **3% increase** in those that experience trouble all the time was evident. A sleep lunch and learn was held in February

2020. It's the health and wellbeing's team's intention to publicised further resources to raise awareness of the benefits of sleep and how to improve it.

Fatigue

There has been a significant reduction in those staff who think they are suffering or have suffered from fatigue. Since 2019, a 2% decrease was evident in individuals who usually experience good or fair energy levels. Those who maintain very good energy levels have experienced a 6% increase however, 2% of employees still maintain they have very poor energy levels as in 2019.

Employees who usually experience good levels of mood reported a 14% reduction since 2019 yet, those who usually experience a fair mood have increased by 11%, and those with a poor mood have increased by 3%.

Employees who have very good concentration levels reported a 3% increase in 2020 however, those employees who have both good and fair concentration levels reported a 4% reduction in their concentration yet, employees who usually experience poor concentration have reported an 8% increase since 2019.

Employees reported stress levels at work during 2020 have increased by 3%. It is anticipated that the promotion of the COVID-19 Health and Wellbeing platform which highlights services such as Headspace, Silver Cloud etc will help and provide services to employees

Job Satisfaction

Job satisfaction has increased by 10% for those employees that report "fair" job satisfaction. However, there is a 2% reduction in those who report "very good" job satisfaction and a 3% reduction in those who report "good" job satisfaction.

Healthy Eating

The recent HNA highlighted a 10% reduction since 2019 in the number of employees eating 1-2 portions of fruit /vegetables during the past several weeks. Yet, colleagues have increased 3-4 portions by 4% and 5 portions by 8%. We know that for many of you, working from home is a new experience. Everyone is adjusting to new working patterns and environments, which can be hard. HEIW acknowledge this new challenge and so have made a commitment to help support staff in making this transition by signing up for a [5-day planner](#) to help you keep, and perhaps even kick start, some healthy eating habits. Explore the NHS [Eat well Guide](#).

Alcohol consumption

The recent mini HNA results indicate that drinking habits have changed since 2019, results also saw an 18% increase in more people consuming of 1-2 units per week and indicated an 11% reduction of 5-6 units and a 6% reduction of 7-9 units. No key areas of concern (reported) – therefore link to national campaigns for awareness raising, such as dry January and signpost to support services; Alcohol Change UK. An Alcohol and Substance Misuse Policy is under development. HEIW is an alcohol- free building.

Flexible working Survey 1,2 & 3:

Three working from home surveys were circulated to HEIW colleagues during the COVID-19 pandemic and the staff survey.

Initial findings of the third flexible working survey in relation to health and wellbeing indicate 37% of employees are worried about their health and wellbeing. In contrast, 58% of employees agree that they can cope with the pandemic situation.

Over half of HEIW's workforce (57%) indicating that the larger proportion of the workforce currently have structure, despite obstacles. However, 13% of the workforce agreed they find it difficult to create structure to their day. Mark Stacey is developing a workshop to share the benefits of, and how to, "maximise your day".

Over a quarter (28%) have been practicing psychological techniques however, 45% have not been taking time out of their day to practice psychological techniques which may help manage stress etc.

51% of the workforce have taken steps to stay fit and healthy and 28% have fully embraced the opportunity. Results, however, signify 21% of the workforce has not taken steps to stay fit and healthy (14% neither agree or disagree, 5% disagree and 2% completely disagree).

3. GOVERNANCE AND RISK ISSUES

The Executive are asked to consider and agree the formal reporting arrangements for the implementation of a future communications campaign along with a further HNA during October. The HEIW Health and Wellbeing Network will make recommendations on future developments and changes relating to the HEIW HNA to HEIW Directors at least annually and as necessary.

The HNA ethos will continue to measure the effectiveness of current practices in place within HEIW and the potential impact of future programmes being implemented. All data is held in accordance with GDPR 2018 regulations.

4. FINANCIAL IMPLICATIONS

The resources will be available to all staff if they choose to take the opportunity to access them. A HEIW Health and Wellbeing Strategy and action plan will be developed from the health and wellbeing information identified by colleagues within the HNAs. Costs will also be identified as part of the implementation plan. It is anticipated that HEIW would see an improvement in colleague's engagement and health and wellbeing may result in a reduction in sickness absence costs with the implementation of a HEIW Health and Wellbeing Strategy.

5. RECOMMENDATION

The Executive are asked to note the content of this report along with its links to the 5 Ways to Wellbeing and endorse the communications campaign. The results will be communicated to HEIW colleagues, over a 5-day period highlighting key focus health and wellbeing areas with links to the 5 Ways to Wellbeing. It will also link to other one-page intranet articles to support the key findings i.e. developing information on the impact of sedentary working on physical health and how this can be improved through running the fitin50 programme again in September. The information will highlight what we have achieved so far and the measures HEIW intend to put in place going forward.

It is recommended that a further HNA should be conducted during October 2020. The intention is to engage all HEIW employees in the development and formulation of the HEIW Health and Wellbeing strategy and action plan.

Governance and Assurance				
Link to corporate objectives (please ✓)	As a new organisation establishing HEIW as a valued and trusted partner, an excellent employer and a reputable and expert brand	Building a sustainable and flexible health and care workforce for the future.	With Social Care Wales shaping the workforce to deliver care closer to home and to better align service delivery.	Improving quality and safety by supporting NHS organisations find faster and more sustainable workforce solutions for priority service delivery challenges.
	✓			
	Improving opportunities for use of technology and digitalisation in the delivery of education and care.	Reinvigorating leadership development and succession planning across health and social care in partnership with Social Care Wales and Academi Wales	Demonstrating value from investment in the workforce and the organisation.	
Quality, Safety and Patient Experience				
Will improve HEIW employees' health and wellbeing; along with the positive business outcomes that are associated with the benefit including an anticipated reduction in sickness absence rates, reductions in levels of stress, and increases in employee engagement and stakeholder satisfaction.				
Financial Implications				
Anticipated improvement in colleague's engagement and health and wellbeing which may result in a reduction in sickness absence costs.				
Legal Implications (including equality and diversity assessment)				
Health wellbeing can have a positive impact within the work environment, with the following projective outcomes: • Feel relatively confident in yourself and have positive self- esteem • Feel and express a range of emotions • Build and maintain good relationships with others • Feel engaged with the world around you • Live and work productively • Cope with the stresses of daily life The resources will be available to all staff if they choose to take the opportunity to access them.				
Staffing Implications				
Communication campaign will require resource from the communication team.				

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)	
A Health and Wellbeing Strategy within HEIW will have a direct impact and link to the Well-being of Future Generations (Wales Act 2015). It will also reflect well on HEIW's future Corporate Health Standards plans; It will give HEIW the opportunity to demonstrate that they are thinking about the long-term decisions and positive changes for their current and future staff.	
Report History	HEIW Health Needs Assessment October 2019
Appendices	HEIW HNA Communication Plan

Appendix 1

HEIW COVID-19 mini Health Needs Assessment Communication Campaign

Monday – Mental Health and connecting with others

- **Connecting with others, learning something new and acts of kindness**

The coronavirus disease (COVID-19) pandemic may be stressful for people. Fear and anxiety can be overwhelming and cause strong emotions. Public Health actions, such as social distancing, can make people feel isolated and lonely and can increase stress and anxiety. However, these actions are necessary to reduce the spread of COVID-19. Coping with stress in a healthy way will make you, the people you care about, and your community stronger.

Stress during an infectious disease outbreak can sometimes cause the following:

- Fear and worry about your own health and the health of your loved ones, your financial situation or job, or loss of support services you rely on.
- Changes in sleep or eating patterns.
- Difficulty sleeping or concentrating.
- Worsening of chronic health problems.
- Worsening of mental health conditions.

Mental wellbeing does not have a single universal definition, but it does encompass factors such as:

- Being able to function well individually or in relationships
- The ability to deal with the ups and downs of life, such as coping with challenges and making the most of opportunities
- The feeling of connection to our community and surroundings
- Having control and freedom over our lives
- Having a sense of purpose and feeling valued

Everyone reacts differently

How you respond to the COVID-19 pandemic can depend on many factors including, your social support from family or friends, your financial situation, your health and emotional background, the community you live in, and many other factors. The changes that can happen because of the COVID-19 pandemic and the ways we try to contain the spread of the virus can affect anyone.

Colleagues who participated in the HEIW mini HNA during June 2020, indicated a 5% decrease in their Mental Health when compared to the 2019 HNA. However, a 5% increase was also demonstrated in those who feel that work often has a positive impact on their Mental Health during 2020 indicating that the impact of working on staff mental health is plus rather than a minus.

The survey also discovered:

- An 11% reduction in those who often feel optimistic for the future, but a 20% increase in those who feel optimistic some of the time.
- An 8% reduction in employees engaging and connecting with other people.

- Whilst there was a 13% increase in employees **often** having spare energy in 2020, there was a 6% decrease in employees who **rarely** had spare energy in 2020.
- A decrease of 10% of employees **often** feeling useful was evident. Yet, there was an 14% increase of employees feeling useful **some of the time** during 2020.
- There was a 4% decrease in employees who feeling relaxed **some of the time** and a 4% increase in those who rarely feel relaxed. A 3% reduction was furthermore reported in employees feeling that they are **often** dealing with problems well during 2020.

HEIW has a range of healthy resources that may help employees cope with stress;

- Take care of your [Emotional Health](#)
- Limit exposure to information about the pandemic. Take breaks from watching, reading, or listening to news stories, including those on social media. Hearing about the pandemic repeatedly can be upsetting.
- Take deep breaths, stretch and take care of your body. Mindfulness as a technique to improve wellbeing, some of you may have tried it and some may already love it! The [Headspace](#) app is available free to NHS Wales staff. You just use your personal email to register, then it will prompt you to enter your work email afterwards to verify you as staff.
- Try to [eat healthy, well-balanced meals](#). The mini HNA stats indicated healthy eating has improved since 2019. Research suggests that [what we eat](#) may affect not just our physical health, but also our mental health and wellbeing. Explore the NHS [Eat well Guide](#).
- [Exercise regularly](#); HEIW have a range of resources to keep you physically fit. HEIW have relaunched '[Fit in 50 seconds](#)' short, low impact bursts of energy throughout the working day to encourage all staff to keep moving. [Fit in 50](#), is a simple exercise and nutritional challenge which can be easily incorporated into your working day, to combat the sedentary lifestyle which often comes with an office working environment. Or, if you prefer following guided classes, check out the thousands of free exercise videos on YouTube. The [Cycle to Work Scheme](#) is a Government backed initiative that enables you to obtain a bike and/or cycling accessories to use for riding to work whilst making tax and National Insurance savings from your gross pay. Mark Stacey has produced a short [Cycle to Work video](#)
- You can find more information about keeping well and staying healthy on the HEIW ['Your Health and Wellbeing' homepage](#)
- [Get plenty of Sleep](#). Practice good sleep hygiene and try to get [7-9 hours' sleep a night](#). [Learn tips on sleeping well here](#). Individuals with persistent sleep issues should address them with their doctor.
- [Avoid excessive alcohol use and Substances](#)
- Make time to unwind and enjoyable activities. Spend some time each day engaging in hobbies or other enjoyable activities, such as art or music, [walking](#), baking, gardening etc.
- The [Bakers Dozen](#) Toolkit: A series of resources to increase and improve your resilience, strengthen your mental toughness.
- [SilverCloud](#) offers online programmes (sleep, stress and resilience). The programmes offer proven methods including, CBT and positive psychology, to help ease your levels of stress, sleep better or to build resilience, helping you to maintain a healthy mind during this challenging time. It can help you to maintain a healthy mind during this challenging time using CBT (Cognitive Behavioural Therapy).
- [Health for Health Professionals Wales](#) is a free, confidential service now available to all Health Professionals and Healthcare Students working in NHS Wales.
- Keep Learning - Learning something new can be fun, make you feel good and build your confidence. Continued learning through life enhances self-esteem and

encourages social interaction and a more active life. Anecdotal evidence suggests that the opportunity to engage in work or educational activities particularly helps and boosts low mood. The practice of setting goals, which is related to adult learning, has been strongly associated with higher levels of wellbeing.

- Connect with others / connect with your community or faith based organisations. Talk with people you trust about your concerns and how you are feeling. While social distancing measures are in place, consider connecting online, through social media, or by phone or mail. At HEIW, we have a network of [wellbeing, inclusion and culture champions](#) offering you a friendly ear. We are not mental health first aiders, or counsellors, but are here to listen and signpost in confidence. Please contact any of us at any time if there is anything that we can do to help or support. As we can't catch up together in the office, we've put a [Cuppa catch up](#) teams chat together that will occur every Monday through Friday at 11am - 11:30am. This will be a daily water-cooler chat for people that just want to meet and talk about anything. Drop-in for 5 minutes or stay a bit longer and see what's occurin'.
- Talking about your thoughts and feelings can help you deal with times when you feel troubled about something. If you turn a worry over and over in your mind, the worry can grow. Talking is an important part of our relationships. It can strengthen your ties with other people and help you stay in good mental health and being listened to helps you feel that other people care about you and what you have to say. [Talking therapies](#) can help you work out what is bothering you and explore what you could do about it.
- Covid-19 Compassion Starts with me playlist has been developed to provide colleagues with access to a range of [wellbeing resources, toolkits and guidance](#)
- [Money Matters](#) and [Financial Services](#), including [Money Advisory and Pension Service \(MaPS\)](#) ([Money Advice Services](#)) and [Neyber](#) are available to provide HEIW colleagues with free financial services in relation to Pensions, budgeting & spending, family & protection, savings & investment and credit & borrowing.

Give - Acts of kindness, helping others or even volunteering can make you feel happier.

Individuals who report a greater interest in helping others are more likely to rate themselves as happy. Research into actions for promoting happiness has shown that committing an act of kindness once a week over a six-week period is associated with an increase in wellbeing. The [MECC](#) approach can help you to use everyday conversations in a way that may support someone to make positive wellbeing choices .

1. **ASK** – when the opportunity arises
2. **ADVISE** – brief advice on the lifestyle issue
3. **ACT** – signposting

Tuesday – Fit in 50

• Be active - Being active makes you feel good. Get moving - dance, walking, sing; step outside

The Department of Health (2010) recommends that the average adult should undertake between 75 and 150 minutes of physical activity / exercise a week. Any activity that raises your heart rate, makes you breathe faster, and makes you feel warmer counts towards your exercise! (NHS Choices. *Physical Activity Guidelines for Adults*.) Physical activity is good for your body and beneficial for your [mental health and wellbeing](#). Regular physical activity is associated with lower rates of depression and anxiety across all age groups. Exercise is essential for slowing age-related cognitive decline and for promoting well-being. Slower-paced activities, such as walking, can have the benefit of encouraging social interactions as well providing some level of exercise.

- Take the stairs not the lift
- Go for a walk at lunchtime
- Walk into work - perhaps with a colleague – so you can 'connect' as well
- Get off the bus one stop earlier than usual and walk the final part of your journey to work
- Organise a work sporting activity
- Have a kick-about in a local park
- Do some 'easy exercise', like stretching, before you leave for work in the morning
- Walk to someone's desk instead of calling or emailing.

The mini HNA demonstrated an 18% increase in employees undertaking 150 minutes of Physical activity or 75 minutes of vigorous exercise a week. A 15% increase was also evident in those employees who have undertaken exercise to improve balance at least twice a week, such as Pilates. An 8% reduction in the number of employees who have undertaken exercise that strengthens their muscles over 2 days was also evident yet, there has been a significant 24% increase (4% to 28%) in the number of employees that are undertaking a form of exercise over 6 days or more.

The survey also discovered a:

- 22% reduction in employees reporting lack of time
- 10% reduction in no facilities
- 9% reduction in reports of no money
- 4% reduction in no one to do things with
- 1% reduction injury / illness

Although there has been an increase in activity, the stats revealed that the following attributing factors are currently preventing some employees from undertaking some form of physical activity:

- 7% of colleagues reported an increase in their lack of interested
- 6% reported increased caring responsibilities
- 5% lost interest in physical activity
- 4% stated other reasons

HEIW are committed to ensuring the Health and Wellbeing of colleagues and the impact that physical health has on a mental health. The Mental Health Foundations, have produced a [English pocket guide](#)/ [Welsh pocket guide](#) to show the positive impact that physical activity can have on your own mental wellbeing, including some tips and suggestions to help you get started.

Physical Activity has a positive impact on our mood, reduces stress levels, increased self-esteem and has been identified as an alternative treatment for depression and a protective factor in studies that examined risk factors for dementia and cognitive decline in older people.

HEIW have a range of resources to keep you physically fit. [Fit in 50](#), aims to improve health and wellbeing of employees. Its a simple exercise and nutritional challenge which can be easily incorporated into your working day, to combat the sedentary lifestyle which often comes with an office working environment. The initiative is based around an A5 booklet containing office-based exercises, nutrition and hydration advice. Each participant keeps, reads and fills it in as it's designed to be interactive so they can keep track of their progress as well as meal/snack plans.

Its published as a booklet rather than digitally to combat the effects of screen fatigue brought about by looking at screens (monitors, tablets, smartphones, laptops etc.) all day. It gives the reader the opportunity to refocus that attention every hour on to something other than their computers.

Or, if you prefer following guided classes, check out the thousands of free exercise videos on YouTube.

The [Cycle to Work Scheme](#) is a Government backed initiative that enables you to obtain a bike and/or cycling accessories to use for riding to work whilst making tax and National Insurance savings from your gross pay ([Cycle to Work video](#)).

You can find more information about keeping well and staying healthy on the ['Your Health and Wellbeing' homepage](#).

Communication Team Case Study

"Being the team responsible for promoting and encouraging staff to take part in Fit in 50 did put a little extra pressure on us from the outset, but that wasn't a bad thing.

To begin with, jumping up out of your chair every hour to do star jumps or lunges was a little embarrassing, but once we got used to the odd stare, it became really fun. We began to notice a number of benefits really quickly.

Our mood levels in the afternoon were much better than pre-Fit in 50. Whether that was because of the rush of endorphins, or the light-hearted giggles of jumping around your desk, it was certainly welcomed.

We also noticed that we became much more social with our colleagues. People would wander over to see what we were up to and before long, the number of those taking part were growing.

As a team, the initiative quickly became a bit of a team building session as we reminded/encouraged each other to take part every hour. It also became a little competitive at times as we tried to see who could jump the highest or lunge the lowest!

One downside we did find was it was difficult to incorporate the hourly exercises into every working day, depending on commitments (such as meetings), however, we would compensate for that by taking the stairs instead of the lift, or doing an extra 50 seconds the next hour.

After the two weeks, we certainly felt less achy and that our mood and energy levels had improved, particularly where we would usually have our afternoon/post-lunch slump.

What's even better is the exercises we learnt taking part in January have proved beneficial during the COVID-19 outbreak and working from home. In the early days of working from home, we would all join together every hour as a team on a video call to exercise. Although this dropped off, many of us have continued to use the Fit in 50 principles throughout our home-working day (with our families) to ensure we all keep active and healthy. This was invaluable during lockdown when access to external exercise was limited".

"We certainly found the initiative beneficial and it is something we are continuing to utilise going forward".

Wednesday – Take Notice

- **Take Notice - Take time for yourself, making time to appreciate the world around us and savour the moment**

Throughout our lives' many of us will experience times where we find ourselves lost in our own thoughts. We may find that we are so busy making plans, going from task-to-task, going from one place to the next and pushing forward in many different directions that we don't take time to reflect and take notice of the world around us. At other times in our lives, we may find that we aren't very busy in the same way – but are occupying our minds with 'doing nothing'; we can find ourselves worrying about the future and being bogged-down with unhealthy thoughts and negative feelings. In both cases, we can find ourselves not taking the time to pay attention to the present moment – the here and now.

The HNA highlighted 30% of colleagues found it difficult to engage with others on at least 1-4 occasions (no change since 2019) and 3% more employees indicated this on 5+ occasions. At HEIW our network of [wellbeing, inclusion and culture champions](#) offer you a friendly ear over a cup of tea or coffee. We are here to listen and signpost in confidence. Please contact any of us at any time if there is anything that we can do to help or support. Connecting with friends and family can help enrich your day. Take some time to enjoy the moment and the environment around you:

- Get a plant for your workspace
- Have a 'clear the clutter' day
- Take notice of how your colleagues are feeling or acting
- Take a different route on your journey to or from work
- Visit a new place for lunch.
- Talk to someone instead of sending an email
- Speak to someone new
- Ask how someone's weekend was and really listen when they tell you
- Put five minutes aside to find out how someone really is

By taking notice and being in the present, we can improve our mental health and sense of wellbeing through; *observing what's beautiful or unusual in the world*. It means being aware of our thoughts and feelings as they arise, without getting lost in them. It means savoring the moment whether you're [being active, connecting with friends, learning a new skill, or giving to another](#).

Reminding yourself to 'take notice' can strengthen and broaden awareness. Heightened awareness also enhances your self-understanding and allows you to make positive choices based on your own values and motivations. Being outside in natural light can also be helpful if you experience [seasonal affective disorder \(SAD\)](#), a type of depression / low mood that affects people during particular seasons or times of year.

Studies have shown that being aware of what is taking place in the present directly enhances your well-being and savoring 'the moment' can help to reaffirm your life priorities. There is also emerging evidence to suggest walking in urban parks and green spaces is great for our physical and mental health ([Ramblers](#), 2018). Research into [ecotherapy](#) (a type of formal treatment which involves doing activities outside in nature) has shown it can help with mild to moderate depression and many [other types of mental health problems](#) (Mind, 2018). This might be due to combining regular physical activity and social contact with being outside in nature (Mind, 2018).

Thursday – Sleep / Fatigue

The mini HNA indicated there has been a 5% increase in the number of employees who highlighted **sleep** has been troubling them some of the time compared to 2019. Employees who **often** experience sleep trouble reported a 4% decrease in 2020 and a 3% increase in those that experience trouble **all the time** was evident. A sleep lunch and learn was held in February 2020. Further resources will be publicised to raise awareness of the benefits of sleep and how to improve it.

There has been a significant reduction in those staff who think they are suffering or have suffered from fatigue.

There's been a 2% decrease since 2019 in individuals who usually experience good or fair energy levels. Those who maintain very good energy levels have increased by 6% however, 2% of employees still maintain they have very poor energy levels as in 2019.

A 14% reduction in mood levels for those who usually have a good experience was evident yet, those who usually experience a fair mood have increased by 11%, and those with a poor mood have increased by 3%.

Employees who have very good concentration levels reported an increase of 3% in 2020. Employees who have both good and fair concentration levels reported a 4% reduction in their concentration yet, employees who usually experience poor concentration have reported an 8% increase since 2019.

Employees reported stress levels at work during 2020 have increased by 3%.

Job satisfaction has increased by 10% for those employees that report "fair" job satisfaction. However, there is a 2% reduction in those who report "very good" job satisfaction and a 3% reduction in those who report "good" job satisfaction.

There are lots of reasons for feeling tired all the time – many of which you can do something about. Asking yourself the following questions may make it easier to work out what's going on. And if you can identify the cause, you're already on the way to helping yourself feel better.

Am I getting enough sleep?

Lack of **sleep** at night can make you feel tired during the day. You may have worries which keep you awake, you may suffer with **insomnia**, or you may have just developed bad sleep habits. **Following advice on 7 steps to a better night's sleep** may help.

Am I under a lot of stress?

Coping with stress and worry can be very tiring. This is especially true if you can't see an end to your troubles.

What am I eating and drinking?

What you eat and drink can affect how tired you feel. Drinks containing caffeine (coffee, tea and some soft drinks) may interfere with your sleep and so make you feel tired the next day. And if you drink alcohol in the evenings, this can wake you during the night.

Eating a healthy balanced diet and **keeping well hydrated** may help you to feel less tired. The recent HNA highlighted a 10% reduction since 2019 in the number of employees eating

1-2 portions of fruit /vegetables during the past several weeks. Yet, colleagues have increased 3-4 portions by 4% and 5 portions by 8%. We know that for many of you, working from home is a new experience. Everyone is adjusting to new working patterns and environments, which can be hard. HEIW acknowledge this new challenge and so have made a commitment to help support staff in making this transition by signing up for a [5-day planner](#) to help you keep, and perhaps even kick start, some healthy eating habits. Explore the NHS [Eat well Guide](#).

How dehydrated are you?

A quick way to test how well you're hydrated is to check the colour of your urine.



How active am I during the day?

You may feel you're too tired to exercise – but being active during the day helps you beat tiredness and improves the quality of your sleep. Try starting some exercise, then build it up so you get the [benefits of regular activity](#). Choose something you enjoy, perhaps doing it with friends or family, or join a group to keep you motivated. But don't over exercise (as this can make you worn out). And don't exercise too late at night – this can also affect your sleep if you're too 'wired' to go to sleep so soon after exercising.

Feeling better

There's no magic cure for tiredness. If you've been tired for a long time it can take a while to get back to your normal self. Be kind to yourself and set realistic goals. Follow any advice your GP gives you, and try to get a good balance between work, rest and fun into your life.

Friday: Tipple

To keep health risks from alcohol to a low level, the [UK Chief Medical Officers \(CMOs\)](#) advise it is safest not to drink more than 14 units a week on a regular basis. The CMO also give guidance on drinking in pregnancy and single occasion drinking (Drinkaware).

- To keep health risks from alcohol to a low level it is safest not to drink more than 14 units a week on a regular basis
- If you regularly drink as much as 14 units per week, it's best to spread your drinking evenly over three or more days. If you have one or two heavy drinking episodes a week, you increase your risk of [long-term illness](#) and [injury](#)
- The risk of developing a range of health problems (including [cancers of the mouth, throat and breast](#)) increases the more you drink on a regular basis
- If you wish to [cut down the amount you drink](#), a good way to help achieve this is to have several [drink-free days](#) a week.

The recent mini HNA stats indicate that drinking habits have changed since 2019, results also saw an 18% increase in more people consuming of 1-2 units per week and indicated an 11% reduction of 5-6 units and a 6% reduction of 7-9 units. No key areas of concern (reported) – therefore link to national campaigns for awareness raising, such as [Dry January](#) and signpost to support services; [Alcohol Change UK](#), [Alcoholics Anonymous](#) <http://dan247.org.uk/> and an HEIW Alcohol and Substance Misuse Policy.

How Much is 14 units of alcohol

One unit is 10 ml of pure alcohol however, because alcoholic drinks come in different strengths and sizes units are a good way of telling you how strong your drink is. Its not as simple as one drink, one unit.

The new alcoholic unit guidelines are equivalent to six pints of average strength beer or six 175ml glasses of average strength wine (Drinkaware).

If you would like to track your drinking and require advice on how to drink within recommended limits you can download the free [Drinkaware: Track and Calculate app](#)

Explained: low risk drinking guidelines

To keep health risks from alcohol to a low level, men and women should not regularly drink more than **14 units** a week, spreading them evenly over three or more days.

What do 14 units look like?

6 pints of beer
a week

or

6 medium
glasses of wine
a week



• **Keep Learning - Learning something new can be fun, make you feel good and build your confidence**

Continued learning through life enhances self-esteem and encourages social interaction and a more active life.

Anecdotal evidence suggests that the opportunity to engage in work or educational activities particularly helps to lift older people out of depression.

The practice of setting goals, which is related to adult learning, has been strongly associated with higher levels of wellbeing.

Why not learn something new today? Here are a few more ideas:

- Find out something about your colleagues
- Sign up for a class
- Read the news or a book
- Set up a book club
- Do a crossword or Sudoku
- Research something you've always wondered about
- Learn a new word.

Connect with others

The HNA highlighted 30% of colleagues found it difficult to engage with others were unable to give time, compassion and energy to others on at least 1- 4 occasions (no change since 2019) and 3% more employees indicated this on 5+ occasions. At HEIW our network of [wellbeing, inclusion and culture champions](#) offer you a friendly ear over a cup of tea or coffee. We are here to listen and signpost in confidence. Please contact any of us at any time if there is anything that we can do to help or support. Connecting with friends and family can help enrich your day:

- Talk to someone instead of sending an email
- Speak to someone new
- Ask how someone's weekend was and really listen when they tell you
- Put five minutes aside to find out how someone really is
- Give a colleague a lift to work or share the journey home with them.

PADR Responsibilities

<i>Employees are responsible for:</i>	<i>The people team are responsible for:</i>	<i>Line managers are responsible for:</i>	<i>The Executive team</i>
• participating in the 360 scheme ; • Agreeing a Personal Development Plan (PDP) ; • Take responsibility and own their Learning and Development ; • Reflection and self-assessment of their achievements and progress against objectives from the previous year ; • Being open to discussion about their own health and wellbeing, aligned with the wellness action development plan ; • Maintaining and providing evidence of learning at Performance Appraisals ensuring all required	• Providing training to line managers and appraisers on the policy • Co-ordinating the annual 360 degree feedback exercise for all employees ; • Ensuring that all employees responsible for undertaking appraisals have received training ; • Ensuring that teams are aware of the health and wellbeing policy and its application during appraisal ; • Producing an annual learning bid for consideration by the Executive team, using information from individual personal development plans (PDP's) ;	• Setting speciality and departmental objectives in support of HEIW's strategic aims; • Applying the policy to all employees • Reporting information on completion of the review process as required • Mandatory Training	Is responsible for setting the strategic direction within the organisation, developing HEIW's strategic aims and objectives and ensuring that these are cascaded to the Senior Leadership Team.

essential training is completed ; • Discussing development achievements, progress and needs at Performance Appraisal meetings and one to ones throughout the year with their appraiser; • Attending and completing all required elements of study days, courses and development opportunities to achieve their Personal Development Plan (PDP); • to consider all learning and development interventions, including electronic learning, books, webinars, TED talks, coaching and mentoring as appropriate.	• The development of action plans for the promotion of health and wellbeing at work as a means of improving the wellbeing and work performance of employees; • Providing advice and guidance on the application of the scheme where necessary. However, line managers and employees should refer in the first instance to this Policy and the guidance referred to herein.	
--	---	--

Managing Attendance at Work

Employees are responsible for:	Line managers are responsible for:	Role of Trade Union Representative
• Employees are responsible for their own health and wellbeing. • Employees should take up all reasonable opportunities to maximise and protect their own health and wellbeing. • Employees should seek medical advice and treatment as soon as possible to support their own health and wellbeing. • Employees have a responsibility to attend Occupational Health appointments and sickness absence meetings when requested to do so. • Employees can self-refer to available services where they exist, i.e. Occupational Health, Physiotherapy, Employee Wellbeing, where this would be beneficial to their own health and wellbeing. • Employees have the responsibility for keeping in touch regularly with their manager when unwell. • Employees must consider whether there are any reasonable / tailored adjustments that may help them to remain in work or return to work at the earliest opportunity. • Employees have a responsibility to maximise attendance at work in line	• The primary responsibility for the management of attendance rests with managers. The rationale for this approach is that our managers should "know their employees" and be familiar with the issues surrounding the attendance profile and needs of their employees. • The manager in "knowing their employee", has the discretion that when reviewing their health and wellbeing following an episode of sickness absence, they will consider as to whether the employee progresses through the procedure. The decision will be determined and rationale recorded as part of the return to work/informal/formal stage meetings. • Managers are responsible for ensuring that employees are aware of the range of health and wellbeing support that is available to them in and out of the workplace. In addition, managers should make employees aware that support or advice may be available through trade union representatives if required. • Managers must consider the opportunities to return employees to	It is the role of trade union representatives to: • Support the individual member and their organisation in minimising absence from work caused by sickness. • Provide their members with advice on all aspects of the policy. • Ensure an appropriate trade union representative is available at all levels of the procedure should their member wish to be accompanied and to ensure that meetings can occur in a timely manner. • Work closely with managers and other groups to make the policy effective at organisational level, including being aware of all relevant legislation. • Maintain their competence in the application of the policy and in supporting their member through absence due to sickness. • Work with their individual member, the manager and Occupational Health to facilitate a return to work as soon as possible following a period of sickness. • The <u>Minimum Standards for Managing Attendance at Work</u> Policy outlines other responsibilities.

with their own contract of employment. • Employees have a duty to care for and support colleagues in doing the jobs they have agreed to do.	• work safely and at the earliest opportunity through the supportive mechanisms such as <u>Phased Return</u> and <u>Temporary Redeployment</u> / and <u>Reasonable / Tailored Adjustments</u>. • Managers are responsible for creating an environment, which is conducive to health and wellbeing, and in which a low sickness absence record and regular attendance at work is expected. • The manager is responsible for addressing employee sickness absence and managing it in accordance with this policy and associated How to Procedures.	
--	--	--

EV 19

Healthy Working Relationships

- Invitation to colleagues to participate: Video

We all have a responsibility to help to build and have the best possible relationships with each other. It's not only good for ourselves, it means our patients have better care and better outcomes.

It is important that we spend most of our time doing things which help develop and keep healthy workplaces including our relationships with each other. Where things are unhealthy, whenever we can, we need to support and challenge ourselves and each other (including getting support from others). In the unlikely event this isn't possible and our relationships are damaged or dangerous, we will have a formal policy and appropriate support to help.

Decision makers, particularly those with "formal" power (managers) also have a responsibility to make the best possible decisions using policies, procedures and common sense appropriately.

Whilst we know that relationships between people are not easy, we hope that our traffic light system helps us all to have healthier relationships and workplaces.



For most of us, most of the time, we are likely to feel our workplaces and specifically our workplace relationships are healthy.

We know that we're all different and each of us is a bit different all of the time – we're never quite the same. This means that we have to pay attention to the relationships we have with the people around us. Compassion and supportive values and behaviours are essential to creating a healthy work culture. By understanding and using these to support and challenge each other, we are likely to have better relationships.

Relationships are never perfect and conflict/disagreement between people is really normal and often healthy (it helps us do things better). Where it isn't healthy, the most important thing is to realise that the relationship (s) is/are an issue. Being honest about this, is the first step to changing things.



I can deal with this myself: you may find [a 'Cuppa Conversation'](#) helps you.

I need help to deal with the issues: someone [coaching/challenging](#) may help you; these [resolution prompts](#) should also help.

I/we need some dedicated time from someone: you may find a [facilitated conversation](#) helps to resolve the issues.

We need full mediation to help us: you can access Mediation either in your organisation ([link](#)) or access the NHS Wales network.



I/we are unable to resolve issues without a formal process: we need to access the [respect & resolution policy \(respect & resolution FAQs\)](#).

Our Relationship is too damaged, dangerous and/or abusive: it is important to [get expert support](#) so that the situation does not become worse; this might be from Wellbeing, Occupational Health and/or occupational psychology services.

HEIW Values and Behaviours

Respect for all: in every contact we have with others	Together as a team: we will work with colleagues across NHS Wales and with partner organisations	Ideas that improve: harnessing creativity, and continuously innovating and evaluating
We will:	We will:	We will:
• Actively listen – make time to listen, to hear, and to respond to everyone's views; • Seek to understand alternative viewpoints, and see things from others' perspectives; • Challenge constructively and objectively, and deal with disagreement quickly and respectfully, maintaining people's dignity; • Respect other people's expertise, and trust people to do their jobs; • Take personal responsibility for our actions, and have the confidence to admit mistakes and apologise; • Treat people fairly and equitably, according to their needs; • Value all differences, not just professional backgrounds, experience, and skills.	• Seek out, recognise, and value the knowledge, skills, and experience of others from within HEIW and across our stakeholders; • Openly receive contributions from colleagues and partners; • Work hard for each other, contribute our best, whether we are leading or supporting work; • Work collaboratively; • Be open and transparent, and work towards shared objectives; • Have fun.	• Be creative, curious, and future-thinking; • Challenge the status quo, and suggest constructive solutions; • Take a positive approach to challenges and problems; • Drive informed innovation and improvement for patients, staff, and learners; • Empower staff, teams, and partners with skills to improve; • Seek out, and respond to, feedback from patients, learners, staff, and partners; • Talk up and celebrate success; • Embrace, and learn from, mistakes; • Focus on the "whys" - the purpose, and the outcome; • Create and protect time.
We will not:	We will not:	We will not:
• Allow challenges, or differences of opinion, to become personal; • Behave in a way that could be perceived as bullying; • Exclude others; • Behave in a way that could be perceived as prejudicial; • Give preferential treatment;	• Withhold important, relevant information; • Forget to communicate with each other; • Lack loyalty towards each other and HEIW; • Work rigidly to defined boundaries.	• Behave in a negative or "can't do" way; • Be defensive when challenging existing ways of working; • Think we know best; • Allow obstacles to stop improvement; • Blame others for mistakes.

• Dominate discussions or approaches.		
---	--	--

Sector Definitions of Employee Engagement

Private Sector

Vodafone defines employee engagement as *'an outcome "measured or seen as a result of people being committed to something or someone in the business – a very best effort that is willingly given".'*
(Suff, 2008)

Barclays suggests a formal definition of employee engagement might be, *'the extent to which an employee feels a sense of attachment to the organisation he or she works for, believes in its goals and supports its values.'* Barclays also suggest that it is possible to *'gain a good sense of someone's engagement by asking a simple question, would you recommend Barclays as a good place to work?'*
(Barclays, 2008)

Dell refers to being engaged as *'giving time and talent to team building activities'*. (Dell, 2008)

Public Sector

The NHS sees engagement as *'a measure of how people connect in their work and feel committed to their organisation and its goals. People who are highly engaged in an activity feel excited and enthusiastic about their role, say time passes quickly at work, devote extra effort to the activity, identify with the task and describe themselves to others in the context of their task (doctor, nurse, NHS manager), think about the questions or challenges posed by the activity during their spare moments (for example when travelling to and from work), resist distractions, find it easy to stay focused and invite others into the activity or organisation (their enthusiasm is contagious)'*
(NHS National Workforce Projects, 2007)

The University of York suggests that *'employee engagement is a combination of commitment to the organisation and its values plus a willingness to help out colleagues Employee Engagement goes beyond job satisfaction and is not simply motivation'*
(University of York, 2008)

The Civil Service sees being engaged as *'more than just being satisfied or motivated. Engaged employees have a sense of personal attachment to their work and organisation that means they want to give of their best to help it succeed. Engaged employees tend to speak positively about their organisation and have an active desire to stay.'*
(Civil Service, 2008)

<https://www.employment-studies.co.uk/system/files/resources/files/469.pdf>

Emma Carrington (HEIW)

From: Foula Evans (HEIW)
Sent: 26 October 2020 12:40
To: Emma Carrington (HEIW)
Cc: Ruth Taylor (HEIW)
Subject: RE: Employee Engagement

Hi both

Of course, no problem.

I diary is open if you would like to book a meeting for us to discuss in more detail.

Kind regards

Foula

From: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>
Sent: 26 October 2020 12:27
To: Foula Evans (HEIW) <Foula.Evans@wales.nhs.uk>
Cc: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Subject: Employee Engagement

Hi Foula,

Hope you had a lovely weekend ☺

Appreciate you are really busy (and will fit around your diary), but I wonder if I could ask if Ruth and I could have a quick catch up with you on our current CIPD module, Employee Engagement. We have undertaken a SWOT analysis (attached) and wondered if we could catch up regarding your views on:

- Potential HEIW barriers to acceptance of employee engagement strategies and how these may be overcome or minimised within HEIW.
- Strategies to raise levels of employee engagement, based on HEIW's reviews of best practice to key decision makers.

Reading the literature, we both feel that HEIW we are currently following best practice, but it would be good to have a brief discussion with you and gain your thoughts on this. We will then be able to include this in our employee engagement analysis.

Thank you in advance, best wishes,

Emma & Ruth

Emma Carrington
 Addysg a Gwella Iechyd Cymru (AaGIC) | Health Education and Improvement Wales (HEIW)
 Llinell uniggyrchol | Direct line: 01443 846390
 E-BostTy Afon, | E-Mail: Emma.carrington@wales.nhs.uk

Ty Dysgu, Cefn Coed, Nantgarw CF15 7QQ
 E-BostTy Afon, | E-Mail heiw@wales.nhs.uk

 @AaGIC_GIG @HEIW_NHS



**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 the 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.



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

Building a High Performance Team

Emma Carrington & Ruth Taylor

EV23

Rationale

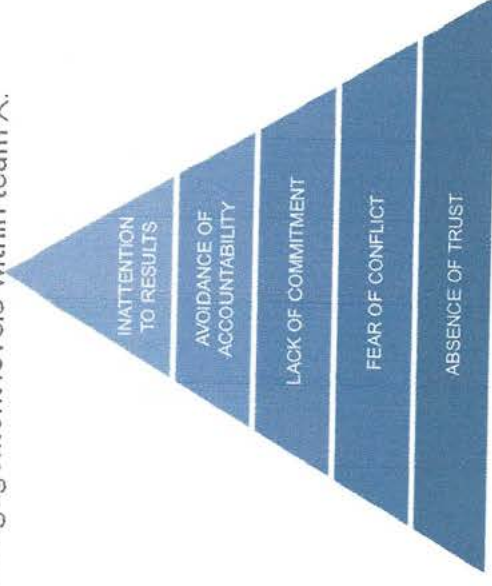
Pulse surveys, feedback from senior managers, line managers, employees and general observations demonstrated Lencioni's 5 behaviours of a dysfunctional team in Team X. Targeted intervention is required to improve engagement levels within team X.

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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales

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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



Team Structure

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



GIG
Addysg a Gwellia Iechyd
Cymru (AaGIC)
NHS
Health Education and
Improvement Wales (HEIW)

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales

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



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

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workplace for a healthier Wales



Timeline

Who	
Team X	
People Team	
External Consultant	
Evaluation	

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	M
Contract agreement														
Workshop 1														
Baseline tests & interviews														
Analysis of testing & design of bespoke programme														
Workshop 2														
Develop team-owned action plan														
Self-directed learning														
Plan implementation														
Workshop 3														
Measure success and reflections														
Evaluate (Kirkpatrick Model levels)														
	baseline	1 & 2		1 & 2								3	3 & 4	3 & 4

Emma Carrington (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 Gwella Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ

Ffôn: 01443 824173

E-bost: jeremy.ashdown@wales.nhs.uk

Web: aagic.gig.cymru

 @AaGIC_GIG

**Leadership and Organisational Development
Practitioner**

Health Education and Improvement Wales (HEIW)

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ

Telephone: 01443 824173

Email: jeremy.ashdown@wales.nhs.uk

Web: heiw.nhs.wales

 @HEIW_NHS

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



**GIG
CYMRU
NHS
WALES**

Addysg a Gwella 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.