

Staff Survey Action Plan

Purpose of paper	This paper sets out the proposed action plan arising from the results of the 2017 GDC staff survey
Status	Public session
Action	For noting
Corporate Strategy 2016-19	Performance: Objective 1 - To improve our performance across all our functions so that we are highly effective as a regulator.
Business Plan 2018	2. People Strategy
Decision Trail	<p>18 September 2017 – EMT Board discussed staff survey results, and agreed scope of initial focus groups</p> <p>27 November 2017 – EMT Board discussed draft action plan, and agreed with the workstreams that were identified</p> <p>22 January 2018 – EMT Board agreed the content of the staff survey action plan</p>
Next stage	Engagement work outlined in the action plan will continue through 2018-19.
Recommendations	<p>Council is asked to:</p> <ul style="list-style-type: none"> Note the content of the action plan
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Appendices	<p>Appendix 1 – Staff survey action plan</p> <p>Appendix 2 – Staff Engagement Update – November 2017</p>

1. Executive Summary

- 1.1. The GDC staff survey was conducted between 19 July and 16 August 2017. 249 staff completed the survey (a completion rate of 72%).
- 1.2. The key themes affecting engagement and satisfaction informed a series of focus groups, where staff discussed the survey data and potential actions to address these. The data and the content from the focus groups led to the creation of a draft action plan, which was discussed at EMT Board in November 2017.
- 1.3. In December, further focus groups were held with staff to obtain feedback on the draft action plan.
- 1.4. The action plan at Appendix 1 sets out the key projects and workstreams that have been identified to address the findings of the staff survey.
- 1.5. The action plan was agreed by EMT Board on Monday 22 January.

2. Introduction and background

- 2.1. The staff survey action plan contains 8 headings, under which the actions and deliverables are grouped:
 - Career progression
 - Learning & Development
 - Management
 - Executive Management Team
 - Dignity & respect in the workplace
 - Reward & recognition
 - Organisational confidence
 - Enablement
- 2.2. The actions, deliverables and timelines take into consideration the raw data from the survey, the themes drawn from the open-ended comments, and extensive input from 18 separate staff focus groups.
- 2.3. EMT Board felt the headings reflected the key areas for action but there was concern over the amount of content in the action plan, and the ability of the organisation to deliver such a large number of activities. The Learning & OD Projects Manager acknowledged the concerns, and offered reassurance that the plan reflected over 12 months' worth of intended work. Additionally, extra resource in the HR Team would create further capacity to help deliver the content of the plan.
- 2.4. EMT Board reiterated their concern about the survey findings related to 'Bullying and Harassment', and restated the importance of addressing this as a priority. The Learning & OD Projects Manager agreed this would be treated a priority.
- 2.5. The Learning & OD Projects Manager advised that further focus groups would be held with staff to discuss the draft action plan. These would serve to 'sense check' the content of the plan, and ensure staff felt the proposed actions adequately addressed the findings of the survey.

3. Draft action plan – Staff input

- 3.1. On Friday 15 December, 3 focus groups were scheduled for staff to come and discuss the proposed survey action plan. 20 staff signed up, and attended, the focus groups.
- 3.2. In the focus groups, staff were provided with the action plan headings, and asked to:
 - a) Consider the actions already identified, think of any that were missing/underdeveloped, and put them in the order of priority;

- b) Define what they saw as the *deliverables* from the actions i.e. if we delivered the actions, what staff would see;
- c) Identify the success measures for the actions i.e. how we would know the actions had made an impact;
- d) Describe what communication they expected, arising from the actions i.e. how they expected to be kept informed of what work was taking place.

3.3. Key themes identified during the focus groups:

- Staff felt it would be more appropriate to rebrand any work on 'Bullying & Harassment' as 'Dignity & respect in the workplace'. This was felt to be more reflective of the importance they placed on respectful interactions and open communication.
- Staff recommended rebranding 'Pay & Benefits' to 'Reward and Recognition'. The discussion at all focus groups has been that feeling valued goes beyond just pay, so this is more holistic.
- Continued emphasis on personal responsibility, especially when it comes to personal development. For example, in practical terms, it was consistently considered a higher priority to formalise arrangements around study leave for privately pursued qualifications, than it was to look at central funding for new qualifications.
- Staff were more concerned with identifying ways to ensure regular contact with line managers than to look at 'fixing' or changing the skills/approach of the line managers. The consensus was that line managers are 'able' but issues tend to arise when contact reduces, often due to pressures of work etc.
- Staff want to hear more about what is going on, and even though communication might often feel 'one-way' i.e. under-valued or under-utilised by staff, it is appreciated, valued and considered important.

3.4. The outputs of the sessions have been factored in to the action plan, and whilst some targets and priorities are dictated by external factors e.g. existing commitments within the People Strategy, this has led to a revision of some targets.

3.5. Groups were also asked to consider priorities in light of the Estates announcement in November. All groups agreed that ongoing and meaningful staff engagement was vital and whilst the announcement had a wide-reaching and profound impact on many staff, the work identified in the action plan should continue. It was felt that most strands would deliver important products that would support the estates work e.g. Reviewing options for new ways of communicating with staff that was more reactive and 2-way.

4. Communication

4.1. Once the action plan has been noted by Council in February, this will be communicated to staff via the 'Hearing your voice' section of the Intranet. A Staff Survey Update, building on the positive feedback from the November edition (Appendix 2), will be published in February. The intention is to reprise this format on a regular basis.

4.2. It is the intention, as part of a comprehensive comms plan, to provide regular updates on the progress of the staff engagement work. EMT Board will be updated of progress against the action plan no less than quarterly. A version of these updates will be published to staff (most likely, through the 'Staff Survey Update' channel).

4.3. Pulse surveys around staff engagement and satisfaction will commence in Q2 2018. As well as contributing to a HR Balanced Scorecard measure, these will help to monitor the impact of staff engagement activities. Full scheduling and communication planning of these surveys will be agreed as part of the communication plan.

5. Recommendations

- 5.1. The Council is asked to note the content of the action plan

6. Internal consultation

Department	Date and consultee name
Internal Comms	15 January 2018 – Helen Alexander

7. Appendices

Appendix 1 – Staff Survey – Action Plan

Appendix 2 – Staff Engagement Update – November 2017