
HCPC Employee Pulse Survey Results – Q1 2023-24

Executive Summary

Employee pulse surveys are a quick, simple, and effective way to gauge and improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

HR began conducting regular pulse surveys last year as part of monitoring the effectiveness of the People Strategy. The most recent covered the first quarter of 2023-24. The aim of the survey was to:

- Continue to monitor trends in employees' perceptions of their experience of working at the HCPC;
- Understand perceptions of key intangible benefits offered at the HCPC;
- Understand areas impacting on engagement such as culture, internal communications and equality and diversity;
- Identify any areas that could be reviewed, either to build on existing strengths or to address any areas for development.

Summary of findings

Overall, there have been some differences to highlight between Q4 2022-23 and Q1 2023-24 findings:

Increase:

- Response Rate (Q4 - 42% to Q1 – 60%)
- I am confident that HCPC is a diverse and inclusive employer (Q4 – 72% , Q1 – 75%)
- I achieve a good balance between my work life and my personal life (Q4 – 69%; Q1 – 74%)

Decrease:

- I feel informed about what is happening at the HCPC now and in the future (Q4 – 72%; Q1 – 62%)
- I am given opportunities to learn and develop my skills (Q4 – 68%; Q1 – 57%)

Respondents

There were **196** responses to the survey, representing 60% of all employees. In comparison with the last four quarters, the first quarter of 2023-24 saw the highest response rate we have received from employees and a considerable increase from the last quarter of 2022-23.

Sense of belonging

In line with our People Strategy, areas of strength continue to include a high level of understanding of how individuals' work contribute to delivery of HCPC's strategic objectives. The central aim of our People Strategy is to be an organisation where people feel that they belong and feel valued. Whilst there has been a statistical fall between Quarter 4 for 2022-23 and Quarter 1 of 2023-24 when looking how individual's understand how their work supports the goals of their team and department, this is still a significantly positive reporting.

Of those surveyed, 70% felt connected to the HCPC values and behavioural framework. This highlights a 5% decrease from the previous quarter. When compared to the Civil Service Pulse Survey 2021 for a similar question, the HCPC is reporting a slightly lower engagement rate, the Civil Service Score, for the question 'I have a clear understanding of [my organisation's] objectives' the reported score was 79%

Reference: [Civil Service People Survey 2022 Benchmark Results.ods \(live.com\)](#)

Management Support

Managerial support remains another area of strength which has carried forward to this quarter. There has been a small decrease (2%) in employees reporting that they feel their manager values their opinions and feedback from Quarter 4 of 2022-23 to Quarter 1 of 2023-24. When compared against a similar question with the Civil Service Staff Survey 2022 'My manager is open to my ideas', this value is slightly higher than their benchmarking score of 82%. Overall, management support continues to remain a positive area for the HCPC.

Communication and visibility

There has been a statistical decrease (10%) of employees feeling informed of what is happening at the HCPC now and in the future. (Civil Service Survey benchmark of 72%). When looking at whether employees feel that our senior leaders are visible, we can see that this has reduced by 3%. There is still some work to be done within this area.

Learning and development

There has been a 11% decrease in employees surveyed reporting that they are given opportunities to learn and develop my skills when needed. The score for this quarter when compared to the Civil Service Pulse Survey 2021, is slightly below the benchmark when compared to a similar question 'There are opportunities for me to develop my career in [my organisation] 57%.

HCPC as an employer

The Net Promoter Score (NPS) has seen an improvement from -18 in Q4 of 2022-23 to -12 in Q1 of 2023-24. This is in line with trend of small increases to the NPS over the last 4 quarters (2022-23: Q1 was -20, Q2 was -30, Q3 was -21 and Q4 was -18). However, results from this quarter's pulse survey shows a minor decrease in the overall employee engagement score from 78% in Q4 of 2022-23 to 77% in Q1 of 2023-24.

Employees continue to report that the feedback they receive helps them improve their performance. The question 'The feedback I receive helps me to improve my performance' is a direct link from the Civil Service Pulse Survey. The most recent Civil Service Pulse Survey 2022 has reported their employees at 66%. Therefore, the HCPC's score of 70% for this quarter is above this Civil Service Benchmark.

Following the findings of the Q4 2022-23 survey, a workshop took place with colleagues from across the organisation to explore the findings of last year's pulse survey and to discuss the culture of the organisation. From this workshop and as part of the survey for this quarter we introduced a new question **"I feel connected with HCPCs Culture"** to get an understanding of the sense of belonging within the organisation. 57% of employees surveyed reported feeling connected with HCPC'S culture.

This correlates to data from this quarter's survey which shows that 70% of those surveyed who agreed or strongly agreed that they felt connected to the HCPC values and behavioural framework. When compared to the Civil Service Pulse Survey 2022 for a similar question, the HCPC is reporting a slightly lower engagement rate, the Civil Service Score, for the question 'I have a clear understanding of [my organisation's] objectives' was 79%

This quarter has also seen an increase in the confidence of number of employees who believe HCPC is a diverse and inclusive employer (Q4 from 2022-23 – 72%; Q1 2023-24 – 75%).

Key HR Actions

The results from this survey show some statistically significant variances from the trend over the last financial year (FY 2022-23), with an improvement in several areas. HR will continue to have an oversight of how employees are engaged and supported within the organisation. Therefore, HR will lead on new and improved programmes and initiatives within the organisation with the aim of supporting an increase in engagement.

Previous consideration	At the end of 2022-23, we brought together a group of employees who wanted to help strengthen the employee culture. These employees played an important role in the all-employee event.
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The learning and feedback for this survey will allow us to develop and enhance our way of thinking, putting our people at the forefront of what we are doing as well help us underpin our People Strategy and Behavioural Framework. As a repeated exercise, the Pulse

	Survey findings will provide an aid for which we can respond as an organisation to the needs of employees.
Decision	The Committee is asked to note and discuss the report; no decision is required.
Next steps	Pulse surveys continue will be launched at the beginning of the remaining Quarters of 2023-24, with the next survey scheduled to launch in October 2023.
Strategic priority	People Strategy - Develop and embed an organisational culture where morale is high Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	No financial impact as this will be managed and implemented utilising in house resources.
EDI impact	The responses will need to be assessed in accordance with the EDI action plan.
Other considerations	<p>The pulse survey results can be read alongside the data in the most recent quarterly Q1 HR Performance report, to build up an overall picture of progress against the People Strategy.</p> <p>The pulse survey is unlikely to be of external interest unless it is significantly out of line with approaches taken in similar organisations or across the health sector. Pulse surveys can be seen as a positive measure in the external field especially within recruitment and our branding.</p>
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Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

Employee Pulse Survey Q1 2023/2024

1. Purpose of Pulse Survey

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1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

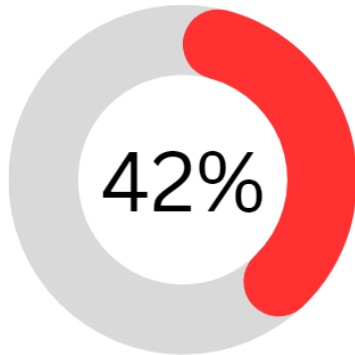
Employee pulse surveys are a type of employee engagement survey that organisations use to evaluate the overall employee experience by collecting relevant feedback from the workforce. They are a quick, simple, and effective way to improve employee engagement by assessing the organisation's strengths and weaknesses. The pulse survey allows the organisation to gain real-time insights by analysing engagement trends over time.

The aim of the survey was to:

- Continue to monitor trends in employees' perceptions of their experience of working at the HCPC;
- Understand perceptions of key intangible benefits offered at the HCPC;
- Understand areas impacting on engagement such as culture, internal communications and equality and diversity;
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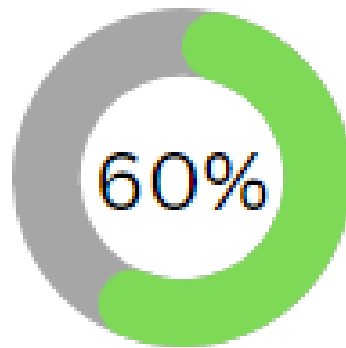
2. Respondents

2022/23 – Quarter 4



137 Responses

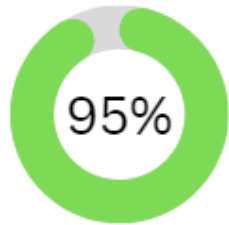
2023/24 – Quarter 1



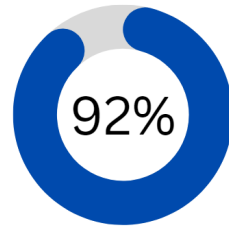
196 Responses

Department (s)	Number of Responses	Response Rate
Business Change & IT	17	65%
Communications/Professionalism and Upstream Regulation	8	73%
Education	10	83%
Finance	13	93%
Fitness to Practise including HCPTS	62	48%
Governance/Quality Assurance	10	67%
Human Resources	10	83%
Chief Executive Office/Office Services	8	67%
Policy, Standards & EDI and Insight & Analytics	10	77%
Registration	48	59%

3. Sense of Belonging

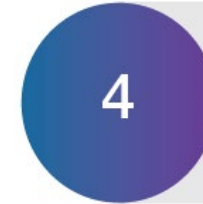


2022/23 – Quarter 4



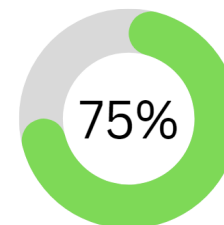
2023/24 – Quarter 1

I feel connected to the HCPC values and behavioural framework

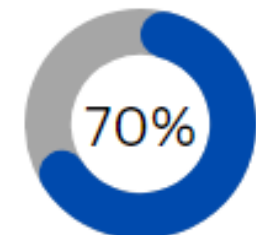


4 Develop and embed an organisational culture where morale is high

I understand how my work supports the goals of my team and department



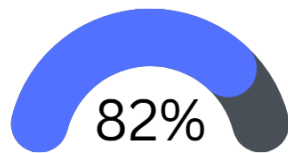
2022/23 – Quarter 4



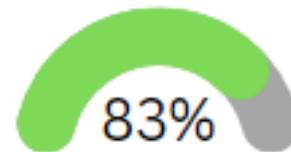
2023/24 – Quarter 1

4. Management Support

2022/23 – Quarter 4



2023/24 – Quarter 1

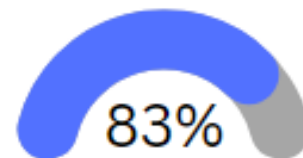


My manager offers me a strong support system

2022/23 – Quarter 4



2023/24 – Quarter 1

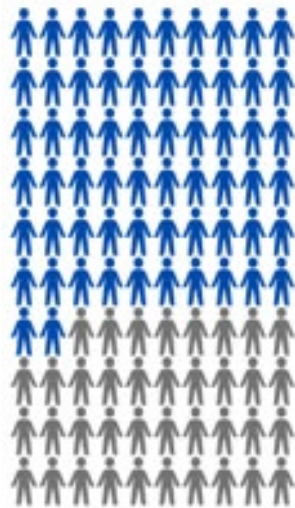


I feel my manager values my opinions and feedback

- 4 Develop and embed an organisational culture where morale is high
- 3 Compassionate, inclusive and effective leadership at all levels

5. Communication & Visibility

62%



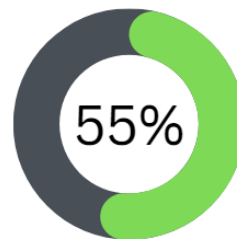
of employees feel informed about what is happening at the HCPC now and in the future.



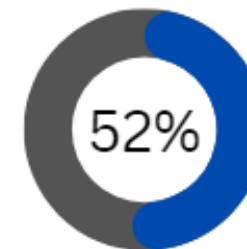
22/23 Q4 – 72%

23/24 Q1 – 62%

2022/23 – Quarter 4



2023/24 – Quarter 1



4 Develop and embed an organisational culture where morale is high

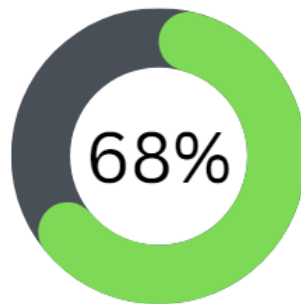


3 Compassionate, inclusive and effective leadership at all levels

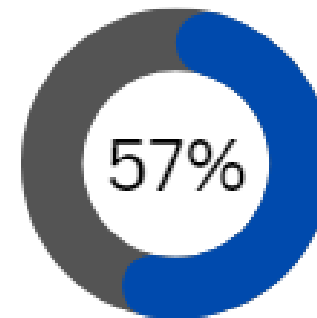
Our senior leaders (ELT & SLG) are visible and reasonably accessible to employees

6. Learning and development

2022/23 – Quarter 4



2023/24 – Quarter 1

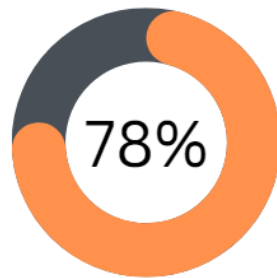


I am given opportunities to learn and develop my skills
when needed

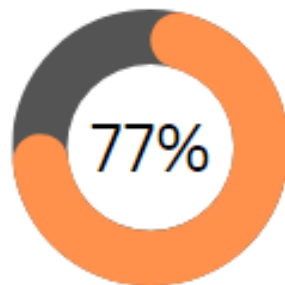
- 4 Develop and embed an organisational culture where morale is high
- 2 High performing, capable and skilled organisation

7. HCPC as an Employer

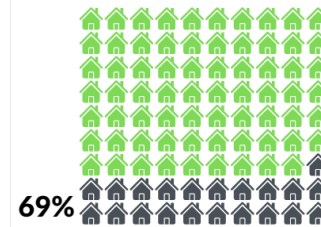
Employee Satisfaction Score



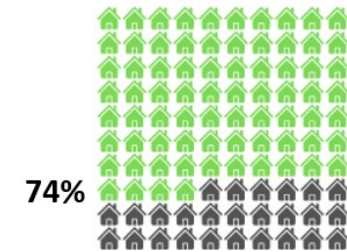
2022/23 – Quarter 4



2022/23 – Quarter 4

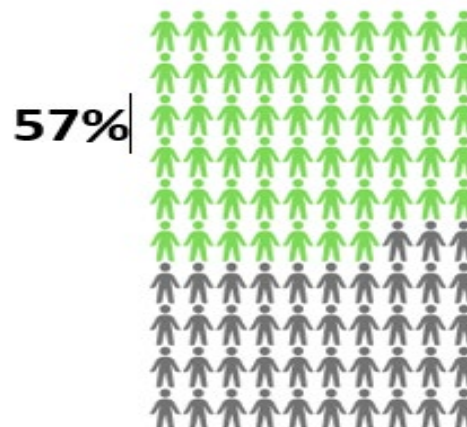


2022/23 – Quarter 4



2023/24 – Quarter 1

I achieve a good balance between my work life and my personal life



I feel connected with HCPCs Culture



70%

of employees surveyed felt the feedback they receive help them to improve their performance

9. What do employees value most in their current role?

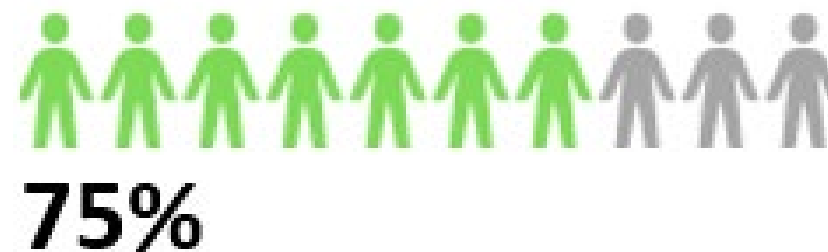


10. Confidence that HCPC is a diverse and inclusive employer

2022/23 – Quarter 4

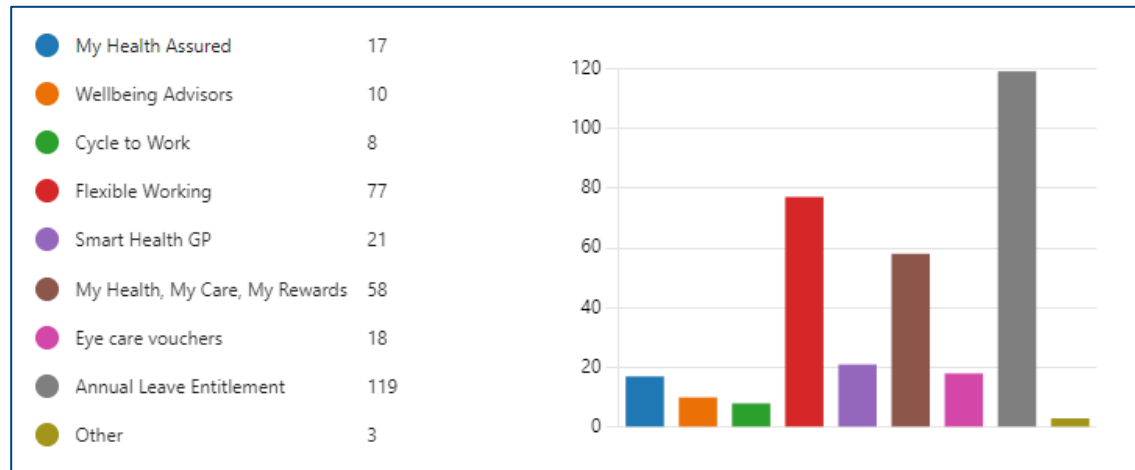


2023/24 – Quarter 1

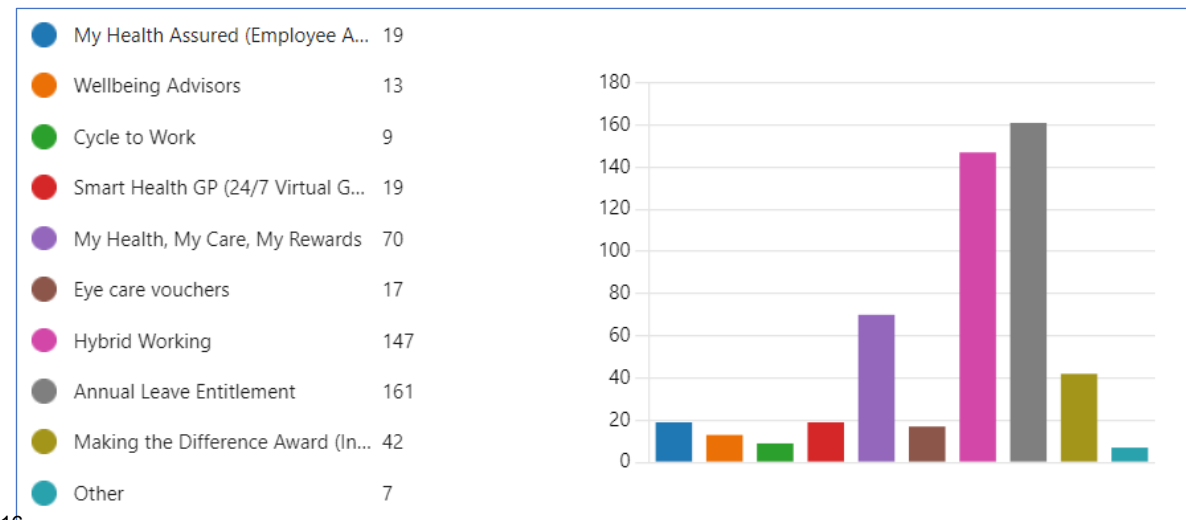


11. Wellbeing Initiatives

2022/23 – Quarter 4



2023/24 – Quarter 1



12. Key Takeaways

The results from this survey show some statistically significant variances from the trend over the last four quarters, with an improvement in a number of areas. Of significant importance was the increase in response rate which increased to 60% in Q1 of this year. (as compared to an average of 49% over Q1-4 of 22/23)

- The employee engagement score largely remained similar to that of the last quarter, reflecting initiatives in a number of areas to maintain and strengthen communication about corporate plans and activity, wellbeing support, and other corporate information.

On Slide 8, there is a new question about culture of the organisation. This was on the back of the culture workshops HR ran with an employee volunteer group where through activities and conversations, the group was able to establish what HCPC's current culture and how best we can drive and embed this further into our every day working lives.

The survey also continued to monitor the results around the additional question incorporated in Q3 of last year's pulse survey, about feedback linked to performance. This question continues to show positive reporting albeit there has been a statistical decline in the reporting in this area for this quarter.

HR Led Actions which are currently underway which aim to support an increase in engagement and improve culture:

- Beyond Barriers
- Reverse Mentoring
- Recruitment process review (coreHR upgrade project)
- Workforce planning & succession planning
- HR drop in sessions to recommence
- HR essentials
- L&D activities (Annual development plans)
- EDI and engagement activities
- APDR period/Objective setting
- Wellbeing Champions