

Listening Well

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People Promise



Listening Well – national approach

NHS Staff Survey:

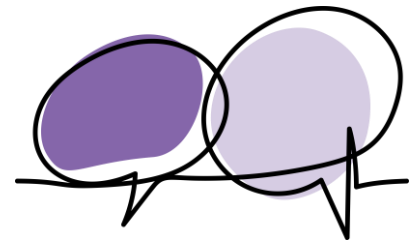
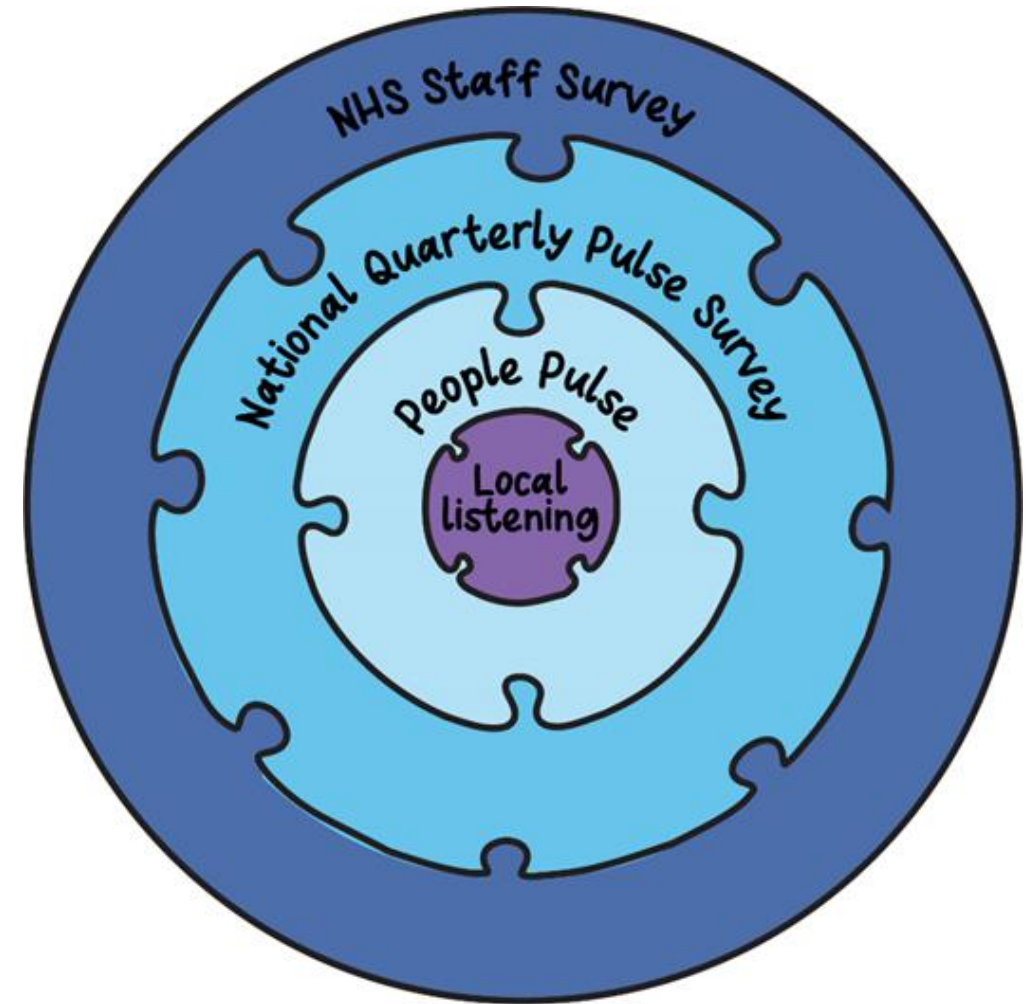
- Aligned to the People Promise, the NHS Staff Survey provides a rich and valuable source of data to support and inform continuous improvement and cultural change. The survey has the highest standards of quality and accuracy allowing organisational comparisons and trend data.

The **National Quarterly Pulse Survey (NQPS):**

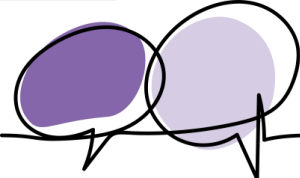
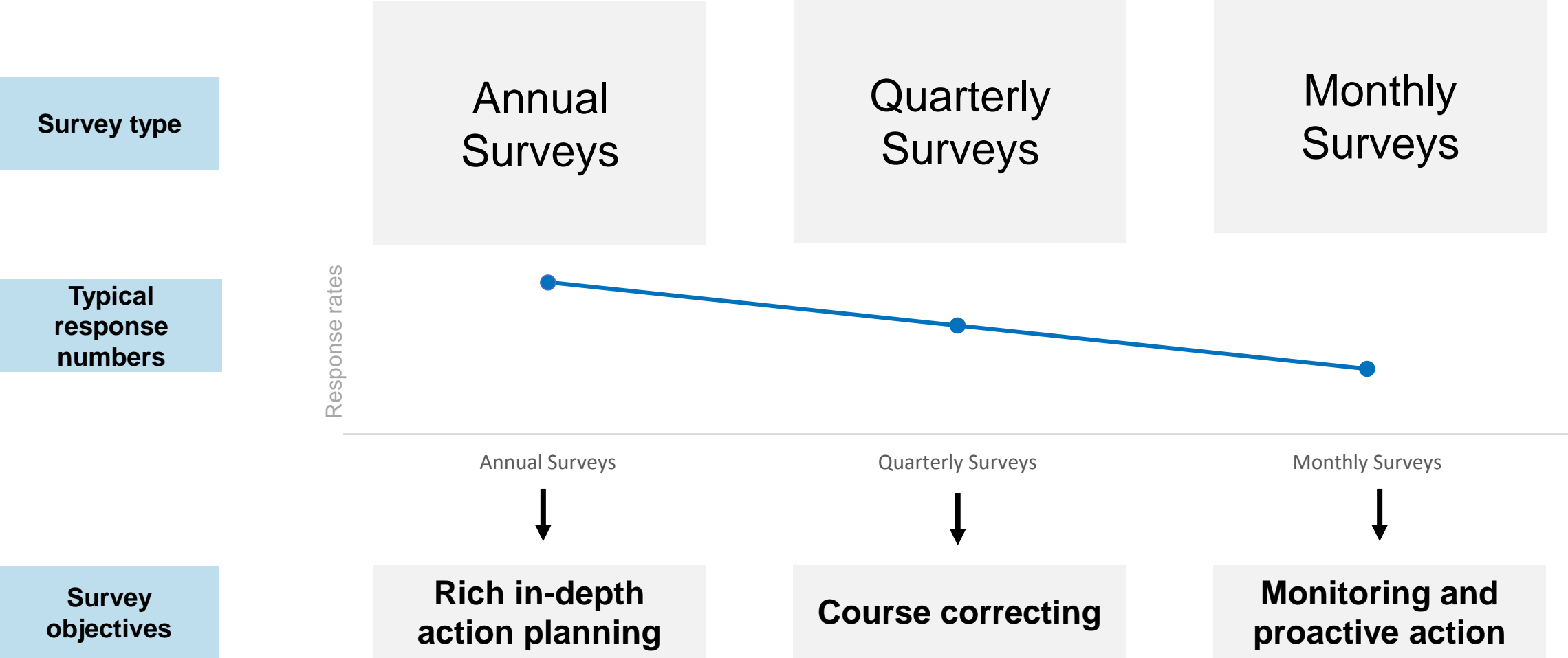
- Provides insight into employee engagement across the NHS in England on a regular basis, to support actions for improvement.
- It is open to all workers, including Bank staff and volunteers, providing a broader picture of employee engagement within each trust.

The **free monthly People Pulse:**

- Provides snapshot information on employee experience.
- It offers a consistent and standardised approach for delivering the NQPS, with over 100 trusts already utilising the People Pulse on this regular basis.
- With results available just four working days post the close of the survey, this real time data is ideal for course correcting and quick wins for improvement.

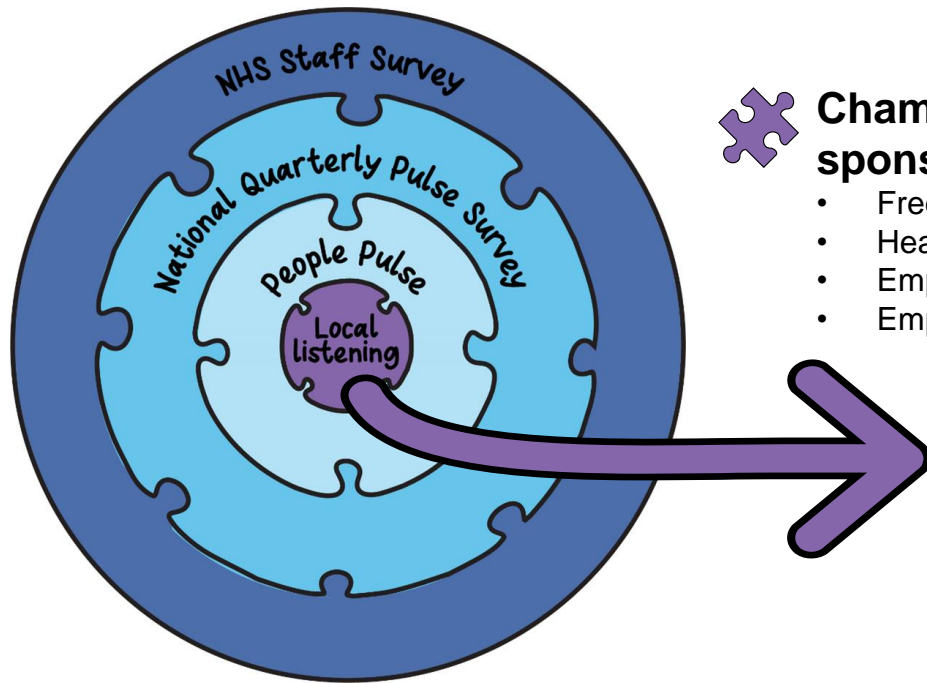


Response rates and objectives for annual/quarterly/monthly surveys



Listening Well – Local initiatives

We have heard from our community about the range of local listening channels which are being utilised. These locally embedded approaches are an important part of Listening Well.



Leaders

- Executive listening events – Weekly, monthly, ad hoc.
- Executive 'live' briefings, with Q&A opportunity.
- Schwartz rounds.
- 'Ask the Exec' sessions every week.
- 'Meet the Exec' sessions.

Champions/leads/sponsors

- Freedom to Speak Up.
- Health and Wellbeing.
- Employee Engagement.
- Employee Experience.

Technology

- Closed Facebook group.
- Private trust app.
- Happy app.
- Online bulletins.
- Microsoft Teams listening events.

Individuals

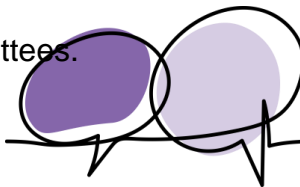
- Drop-in sessions.
- A listening ear, on the ground conversations.
- Employee accessing clinical psychologist.
- Change agents, talking to employees directly.

Local surveys

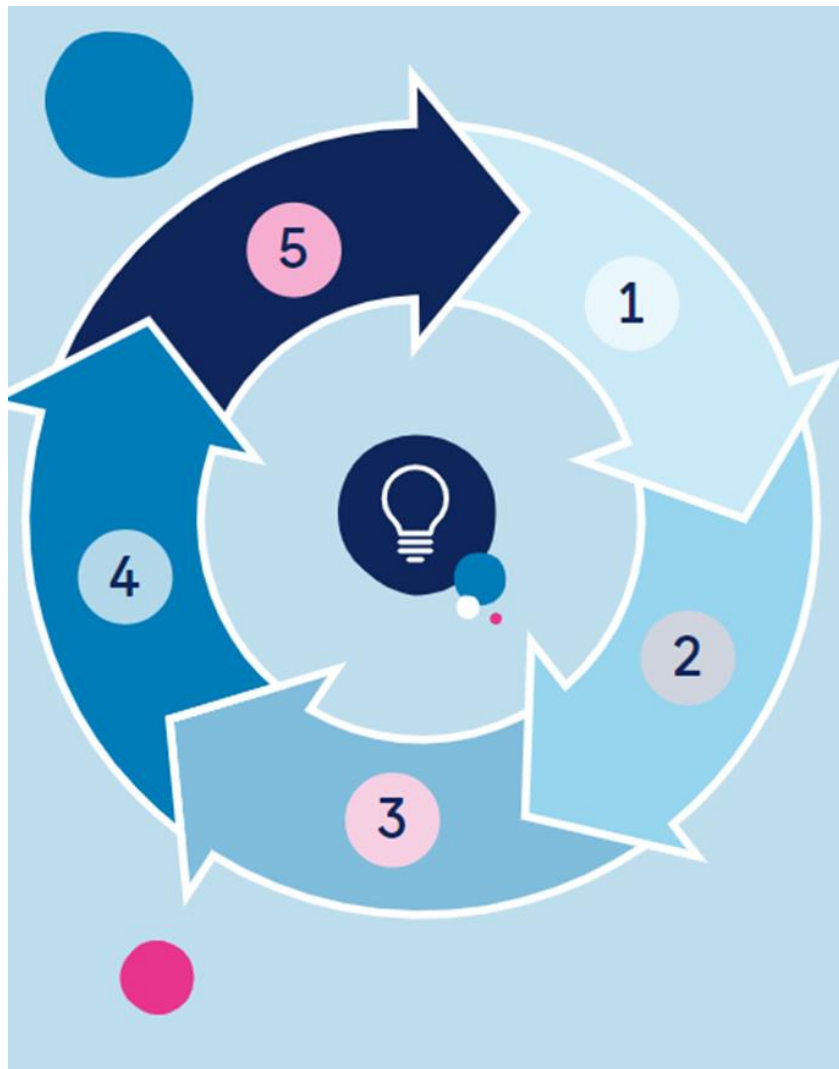
- New joiner survey.
- Exit survey.
- Pulse surveys.
- Feedback surveys.
- Cultural barometer.

Groups

- Staff networks.
- Staff forums.
- Listening events.
- Focus groups.
- Employee Voice forum.
- Team development sessions.
- Employee Experience committees.
- Big conversations.



Five steps to taking action



Five steps to improving colleague experience

- 1 Interpret the data**
To get the most from your data you need to learn how to use your personalised dashboard.
- 2 Understand the data**
This step will give you an overview of what's going well and what you need to focus on. Your dashboard will help you to make connections between areas for improvement and what's been going on in your team.
- 3 Share and discuss the data**
Now it's time to share the insights with your team. This should be a two-way conversation. It is an opportunity to discuss what you and your team are doing well, and what you think you could improve on.
- 4 Act and improve**
Work with your team to create an action plan that will help you to set and achieve tangible, realistic goals.
- 5 Measure and repeat**
Ensure that your hard work stays on track and has a lasting impact by measuring progress at set milestones, continuing conversations outside of the formal structure, and repeating the action planning process.



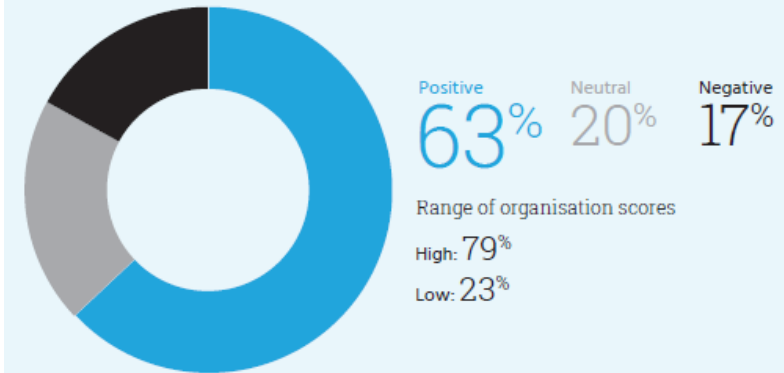
Ensure senior leaders understand the importance of listening

- **Colleagues who feel that their feedback and opinions are not valued are much less likely to feel motivated.** There is a 46-point gap in employee engagement between those who feel listened to by leaders and those who don't.
- To make the most of their role in driving employee engagement, leaders need to **create an environment where colleagues feel their ideas and feedback are genuinely listened to and acted upon.**
- Securing a listening culture is the responsibility of **senior leaders to create a culture where listening (and acting on feedback) is the norm**

“Our biggest challenge is showing that our senior leadership team are really listening to colleagues, not just paying lip-service to their views.”

Director of Communications, Oil and Gas / Mining

The extent to which employees feel listened to by their leaders



The role listening plays in driving up engagement

