
Finance Directorate Employee Engagement Pulse Survey

1. Introduction

The Finance Directorate's Pulse Survey took place 4th - 15th April 2016. The survey's purpose was to gain insight into how the engagement work we have done over the last 6 months has affected the engagement levels within the directorate.

The survey was based on our "Health Check Survey" which took place in September 2015 and looked at three of the four Engage for Success enablers of Engagement¹; **Strategic Narrative**, **Employee Voice**, and **Integrity**. The survey also included a fourth enabler, **Involvement** as suggested by Bridger (2015). The pulse survey did not include the enabler **Engaging Managers** as there has been no specific work around this since the Health Check, however work on this is due to begin shortly.

The survey consisted of 14 questions for all staff and one extra question for our managers. Nine of the questions in the survey were previously asked in the Health Check 2015. The additional questions were around Mission, Vision, Values, and one team. We also used the Engagement Pyramid as a measure with the managers and the Engagement Working Group.

92 people took part in the survey, this equates to 84% of the Finance Directorate's 110 employees (including temporary staff). The number of participants in the survey was similar to our Health Check.

After the results were shared with the people of finance they were asked why they thought the results had changed. Their thoughts and insight have been included in this analysis.

2. The results - Summary

The results were overwhelmingly positive, and surpassed expectations. Each question improved its score from the Health Check September 2015.

Enabler	Pulse Survey 2016	Score Category	Health Check September 2015
Strategic Narrative	16.5	High	15.25
Involvement	16	High	13.6
Employee Voice	15.5	Average	13.2
Integrity	15	Average	14.5
Engaging Managers	n/a	n/a	15.33

Our overall engagement score has improved by 1.37 engagement points from 14.38 to 15.75². This is a fantastic move in such a short space of time. If we compare the average engagement scores of the questions asked in both the Engagement Health Check and the Pulse Survey the score has improved by 1.88 engagement points from 13.87 to 15.75.

The enablers with the biggest improvement were in **Involvement** and **Employee Voice**. This highest scoring enabler was **Strategic Narrative** the lowest was **Integrity**. Two of the 4 enablers are now in the **high** scoring category, thus meaning these enablers are best practice areas. 5 of the 9 scored questions asked in the survey received a high score.

Involvement gained 2.4 engagement points from 13.6 to 16 and is now a best practice area.

¹ MacLeod and Clark (2009) *Engaging for Success Report: enhancing performance through employee engagement*, Department for Business, Innovation, and Skills, London [Online] <http://engageforsuccess.org>

² However it is worth noting fewer questions were asked in the pulse survey so may not be an accurate reflection on a year on year comparison.

Strategic Narrative sustained its place as one of the top scoring enablers in the Directorate. It went up 1.25 engagement points and is now a best practice area.

Employee Voice was the lowest scoring enabler in September 2015. However in the pulse survey it had a similar increase to Involvement and went up 2.3 engagement points from 13.2 to 15.5. To demonstrate how big this change is if Employee Voice had received this score in September 2015 it would have been the highest score in the survey.

Integrity is now the lowest scoring enabler in the Directorate with the smallest change in score of 0.5 engagement points. However this is still a pleasing result as trust is one of the hardest things to change and it takes time to build. Any improvement to score in 6 months is a good result.

To gain understanding of why the results have changed so much every team was asked why they thought each enabler had increased its score.

2.1 Strategic Narrative - Results and Insight

2.1.1 Results in detail

Strategic Narrative was the highest scoring enabler; it also contained the highest scoring question in the pulse survey (and Health Check 2015) *"I know how my work contributes to the Finance Directorate as well as my team"*. 98.9% of participants agreed or strongly agreed with the statement compared to 94.7% in September 2015.

The other scored question in this enabler *"I understand the direction of the finance Directorate"* was also a high scoring question. 97.8% of people agreed or strongly agreed compared to 82.8% in the Health Check.

Three additional questions were asked in this enabler and were around the Mission, Vision and Values. These were not included the enabler score as they were not included in the health check. They did however have a fantastic response. 100% of respondents either agreed or strongly agreed they knew our Mission and 99% for our Values and Vision.

2.1.2. Insight

Since the Health Check in September 2015 a lot of work has been done to help the Directorate understand its direction more clearly. This started with the generation of our Mission, and Vision.

"Lots of work been done around the Mission and Vision - brings us together"

We gave staff the time to think about what the Mission and Vision meant to them and their teams in the workshops to create their own team Mission and Visions. This helped them see the connection between their work and the Directorate as a whole.

"The team Mission and Vision workshops gave us the space to think about what we as a team is here to do."

The Engagement Working Group and the Engagement Champions have been instrumental in improving our Strategic Narrative engagement level as they let us know what their teams thought about the work we were doing, and fed in their ideas to help us make sure we were doing what the people of finance wanted.

"Being made aware we should be thinking about how their work contributes to the Directorate."

We as a Directorate also created our own Values THRIVE. All of this has been staff led. People of the Directorate were asked to put forward their ideas, because of this they have bought into by the Directorate.

"A lot of it has been created by us; not forced on us"

The way we communicate is more open and visible; there is more reinforcement of the message. There are also more communication channels for people to interact and engage with. We now have the addition of the "Journey to Achieving Our Vision" blog, weekly email updates, Engagement Working Group, Engagement Champions and the all team brief.

"We have a meeting about it, then later there are communications about the same thing, it can't be forgotten and this reinforces the message"

People of the Directorate also think the messages about where we are going and how we will get there are more consistent than they have been before. This is because people feel they are getting messages at the same time at the All Team Briefs.

"At the All Team Briefs everyone is now getting the same message and knows and understands what we are working towards together"

Leadership have supported the work, this has been hugely important in helping us to improve our Strategic Narrative as their support filters down directly to managers, teams and individuals.

"They have pushed it forward. Supported by managers, this approach filters down into the teams"

This is a pleasing result as a lot of work has gone into raising awareness of the direction of finance and therefore the Strategic Narrative. Including work on the Mission, Vision, Values, calendars, desktop wallpapers, workshops, Engagement Working Group, and Engagement Champions. As one member of staff put it *"It's everywhere"*. The challenge now is to maintain this level of buy in to our direction.

2.2 Involvement in detail

2.2.1 Results

Both of the questions asked around Involvement scored an engagement score of 16 which is classed as a best practice area. *"I am actively encouraged to get Involved with different aspects of our finance Directorate"* 95.56% agreed or strongly agreed compared to 64.83% in September 2015. The number of people who disagreed with this statement has changed from 32 to 4. This is a huge shift in a short space of time. *"Staff are given credit for the ideas and Involvement with the Directorate"* 91.11% agreed or strongly agreed with this statement compared to 65.94% in September 2015. The number of people who disagreed has reduced significantly from 31 to 8.

2.1.2. Insight

Involvement saw the biggest change in the survey. When the teams were asked about this most people felt it was because there are now more opportunities to get involved in the Directorate.

"More opportunities for people to get involved - charity groups, Office Olympics, Engagement Working Group, as well as the LICC"

People in the Directorate feel our communications have changed and are being put out there more inclusively. This has helped them to feel the opportunities to get involved are open to everyone.

"We are asking everyone if they want to get involved - opening it up - previously people have felt like Involvement opportunities have been selective"

Another significant driver for changes has been a perceived change in attitude of some of the managers; who now actively encourage their staff to get involved. Some of the people of finance felt that previously this didn't happen.

"Staff are encouraged and are now been told their work will be dealt with so they can get involved. Before this wasn't the case"

There are now more all team events such as the Away Day and Team Briefs where people are able to get to know each other on a more personal level. The Team Vision Workshops were also mentioned as having a positive impact; everyone was given the opportunity to be involved and contribute.

"Team workshops - have positively impacted on involvement"

Some people felt that more people are taking individual responsibility for their Involvement and indeed engagement.

"People are seeking it now - looking for opportunities where they can get Involved"

The question in the survey *"Staff are given credit for the ideas and Involvement with the Directorate"* had a lot of differing opinions about why this had changed. Some people and teams felt that this area was reliant on their individual managers. A lot felt this needed to be more consistent across the Directorate.

*"Depends on your manager; we are not given that much credit as other teams - not shared out"
"Our manager gives us credit although I know some don't. Managers need time to allowed to be managers - and skills training to help"*

Other people felt this has changed through recognition activities such as the managers Thank You letters at the Away Day, and the section at the All Team Briefs to celebrate success. Although people felt the emphasis for celebration and success should not be solely about exam success.

"Team briefs used to celebrate success - need to celebrate little things that make a difference too, not just exam success"

The results for Involvement surpassed expectations. People in the Directorate clearly perceive that more people are getting involved, however, the reality is that when people of the Directorate are asked to get involved the same numbers of people are coming forward to help as prior to the start of our journey. This may indicate that people don't necessarily want to get involved themselves but they want the opportunity to be there for them if they do.

2.3 Employee Voice

2.3.1 Results in detail

Employee Voice was the lowest scoring area in September 2015. In the Pulse Survey the results have improved substantially and are now the 3rd best scoring enabler. *"My thoughts and opinions are actively sought"* 91.31% of participants either agreed or strongly agreed with the statement compared to 68.82% in September 2015. *"I get feedback when asked for my opinion"* 88.05% agreed or strongly agreed with this statement compared to 66.30% in the Health Check. The number of people who disagreed went from 32 to 10.

2.3.2. Insight

Employee Voice has improved dramatically in a short space of time. The majority of the people within the Directorate attribute this to the People Engagement Working Group and the Engagement Champions. Engagement Champions have been instrumental in making sure their teams ideas have been feedback into the group. The engagement working group has been a two way channel of ideas between the group and the teams.

"Engagement Champions seeking opinions from the staff - they then get feedback from the group and feed it back - Completes the cycle - you know what is being done with it."

Many people said there has been a change in the way the Directorate receives feedback when things are not taken forward. They feel they are now told the reason why. This has had a really positive impact on their Employee Voice as they feel the ideas are getting more respect. The working group has played a big part in this. If someone's idea was not taken forward they made sure they gave a valid reason why it was not. An example of where this has worked really successfully is the creation of the People Engagement Strategy and Action plan. Teams fed their ideas in via their Engagement Champions and were told when and why things were not being included.

"We now get feedback when we don't take things forward; this has been a major improvement and is very important"

The number of forums for people to express their opinions has increased; as well as the working group. A good example of this is in many teams they now have space within their team meetings to talk about engagement.

"Good structure; we talk about things in team meetings and are consistent"

Some people spoke about a cultural change. People feel they can express their opinions more openly than they could before. They feel they are now more encouraged and that everyone is now given the chance to speak. Many people attributed this to the Engagement work and there being an emphasis on trying to work as one team.

"Feels more of a culture of - required to get on-board - contributing to things rather than things being done to us"

Others talked about cultural change in terms of the leadership team's language changing and becoming more positive; that they are now more approachable. This has had an impact on the willing of people to say what they think. This has filtered down to line management level too; with many people mentioning that managers were *"making more effort"* to find out what their staff think. A good example of where the Directorate can see this *"culture change"* is in the attendance at LICC coffee mornings. The average number of people at coffee mornings in 2014 was 8.5 in 2015 it was 11 and in 2016 so far it has been 24.5.

"Simon is approachable - it feels like he has got the time to talk to us"

Some of our people however said that there has been a change in feedback and their opinions being sought in terms of engagement but that it is yet to be embedded in business as usual. People feel there has not been as much opportunity for this.

"This has changed in terms of engagement but has it changed in work practices - has it been embedded? Don't think it has - needs to be embedded."

These are pleasing results there but there is room for improvement, especially around feedback. We are hopeful that the work around that will come out of the action plan will go a way to improving this within Finance.

2.4 Integrity

2.4.1 Results in detail

Integrity saw the smallest change in engagement score of all of the enablers in the pulse survey. The result however did improve from 14.5 to 15. *"The behaviours of our management community are in line with my expectations"* saw an improvement from 77.77% in September 2015 to 93.47% in the pulse survey. *"I believe that leaders and managers follow through on promises made"* saw a big improvement from 70.33% to 93.48% agreeing or strongly agreeing with the statement. The number of people that disagreed or strongly disagreed fell from 27 to 6.

2.4.2. Insight

We are pleased there has been a change in the engagement score for Integrity. Whilst it saw the smallest change, Trust is very hard to build particularly in a short space of time.³ It did however see the lowest level of people strongly agreeing to either question. The average number of people who strongly agreed across 12 of the questions was 38.5% and in Integrity it was 17.93%. This shows it is an area which still requires significant attention.

Some people felt the term "management community" was subjective and could mean senior leadership or line managers. The majority of people interpreted this to mean the Finance Leadership Team

³ Dr Illes, Kataline and Dr Martin Matthews. *Trust In Leadership*; University of Westminster, 2015. Print.

One thing which came up again and again in discussion was about the impact of doing what we have said we will do. This has built a substantial amount of trust with the people in our Directorate. We are no longer just talking about it, we are doing it. This must continue if we want trust to be sustained.

"They are standing by what they have said"

People in finance feel the Finance Leadership Team has been more visible since the Health Check. As simple as this seems, this has had a big impact on some of the teams particularly teams who are not based in Oneleven.

"More visible around the office; they are more interactive and take the time to talk to us now."

The Finance Leadership Team is being seen to be more approachable now too, this has also impacted on Employee Voice and feeling more like one team.

"Feels like they are on the same page as us now; makes you feel more like one team - not them and us anymore"

Having a full Finance Leadership Team and joint All Team Briefs have also impacted on Integrity. The positive impact Simon Taylor has had on the Directorate was also mentioned by many people within the Directorate.

"Seeing Simon and Robert and Philip at the all team brief up there taking questions - looked like they wanted to be involved"

The Managers' Pledges have helped to build trust between line managers and their teams. They have been quite a powerful tool for some teams. One of the actions from the action plan is to look at how we can use these further.

"Managers' pledges have helped with this; there is more come back - you can pull people up if they don't do what they have said they will do"

Line managers taking positive action to change or improve their own engagement levels was mentioned; allowing more time and effort into building relationships with their teams. This is particularly important as the engagement level of a line manager directly impacts the engagement of their direct reports.

"Managers buying in more - some managers were previously not as engaged now are" "A lot more commitment making time for it"

Just like Employee Voice, getting feedback when ideas are not taken forward has helped to build trust. Many people said if leadership have not followed through, as long as they got feedback as to why, they could understand and were happy with their decision.

All of this has been underpinned by the People Engagement Strategy and Action Plan. It has helped the people of the Directorate feel listened to. They know these actions are due to be completed. This has had a big impact on levels of trust.

"Action plan shows they have listened to us and with a plan in place they are reacting by completing actions - shows they talked to each other and agreed what is best going forward and all of the action owners are getting on with their own bit."

Equally if the actions on the action plan are not completed this will have a negative impact on trust. We must continue to keep the momentum going with these.

"Don't stop - don't peak - keep going"

2.5 One team

2.5.1 Results in detail

"I believe the Finance Directorate are acting as one team with one voice" this was not asked in the Health Check in September 2015. It did however, form part of the Baseline Study April 2015. In this survey 27 people were interviewed from across the teams and grades in the Finance Directorate. 80% of them said we were not working as one team with one voice. A year later in the Pulse Survey April 2016 65% of the Directorate believes we are acting as one team with one voice. Although the sample of people was larger the representation was the same so we can be confident in the change in results.

2.5.2. Insight

The results of one team are really pleasing and surpassed expectations. Again the All Team Briefs were mentioned as having a big impact on feeling like one team.

*"We all now have the same access to the same information. This wasn't the case before."
"Now we have All Team Briefs we can all see what they are doing things and why"*

Having one Mission, Vision and Values has also had an impact on the Directorate feeling like one team. The Team Vision Workshops have also helped people to see where they fit in to the Directorate and how they can help them and their colleagues achieve our Directorate Vision.

Many people believe there is still a lot of work to do on "One Team" and believed strong leadership was integral to making this happen.

"Senior managers - if they continue their good work our cross university team locations will be less of an issue"

Whilst there has been a change, many people feel we need to be more supportive and joined up as a team. Some people still feel that there is a big divide between Management Accounting and Financial Services and some areas also talked about there being competition between some Teams. A few people in the Directorate felt that we shouldn't lose sight of our individual team difference in the creation of one team.

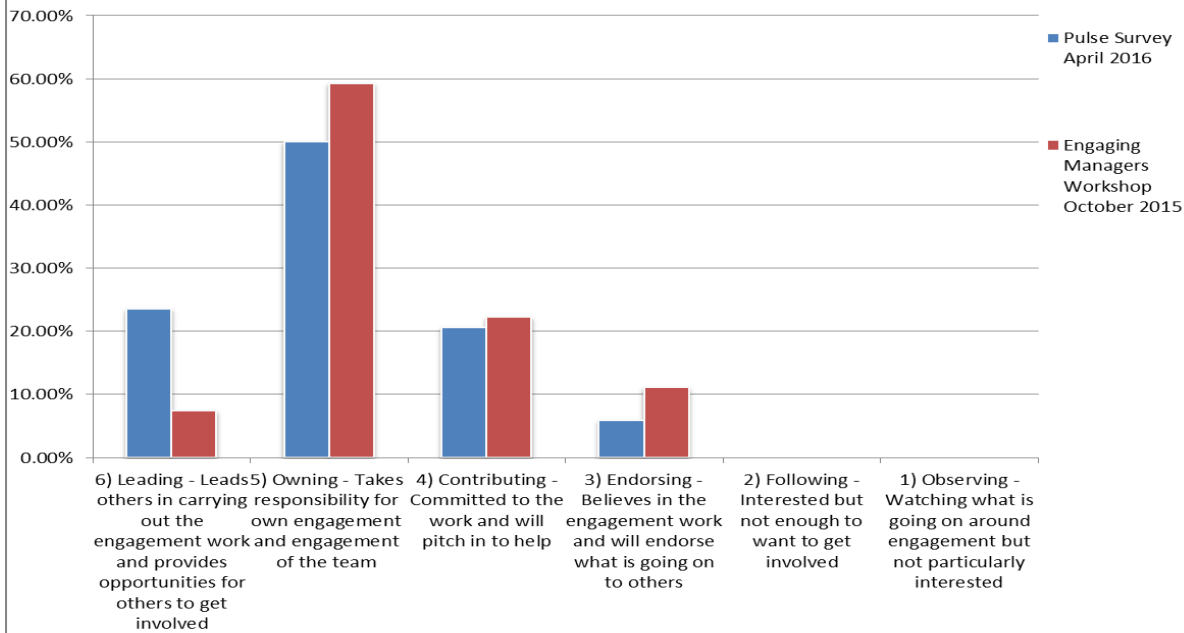
One thing that has become apparent is that there is no one definition or understanding of what it means to be one team. More work needs to be done to understand what this means to us as a Directorate.

2.6. Engagement Pyramid

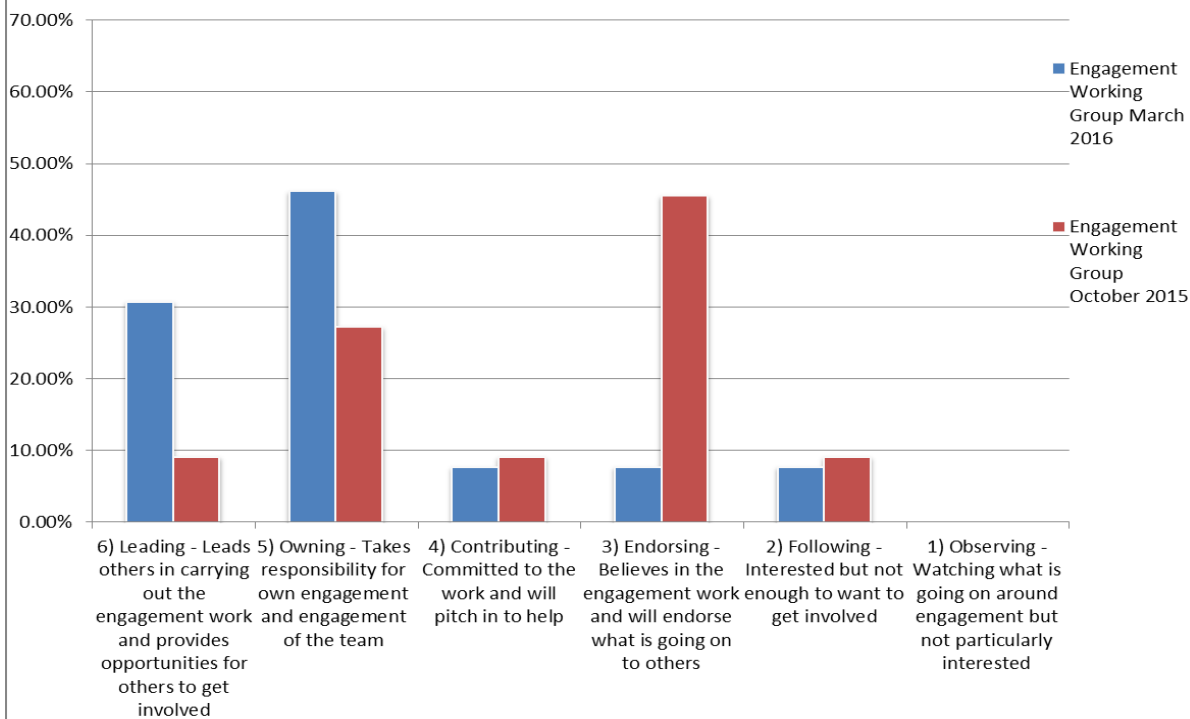
2.6.1 Results in detail

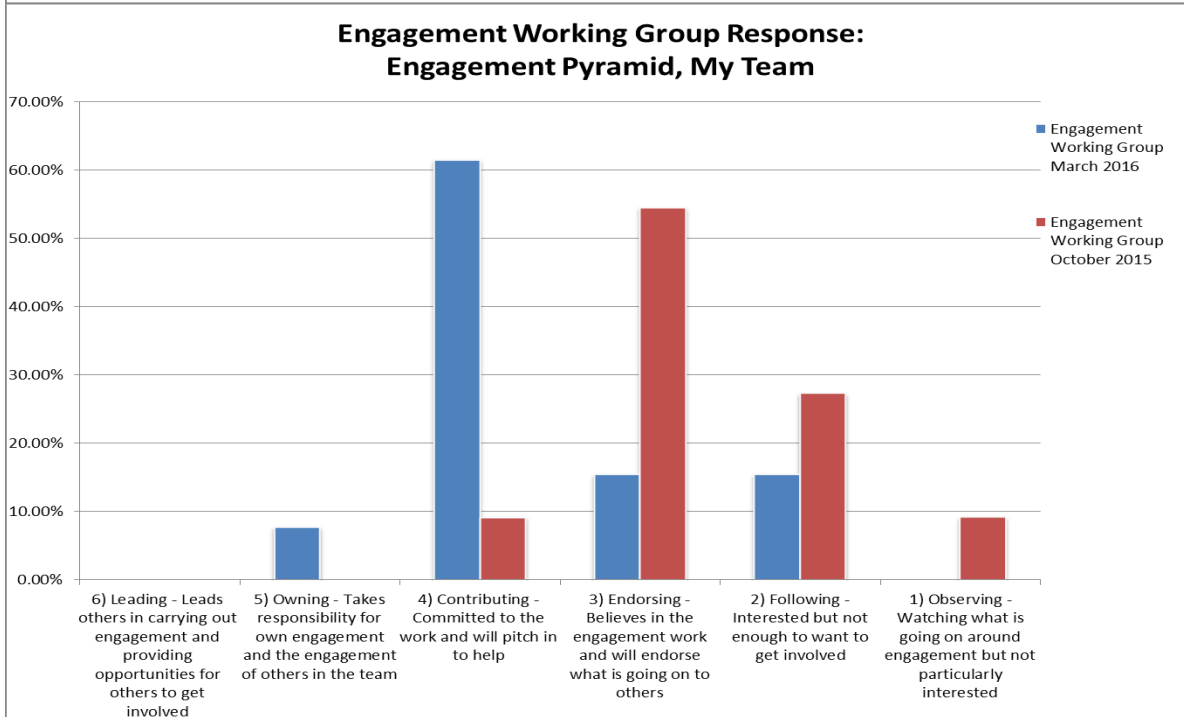
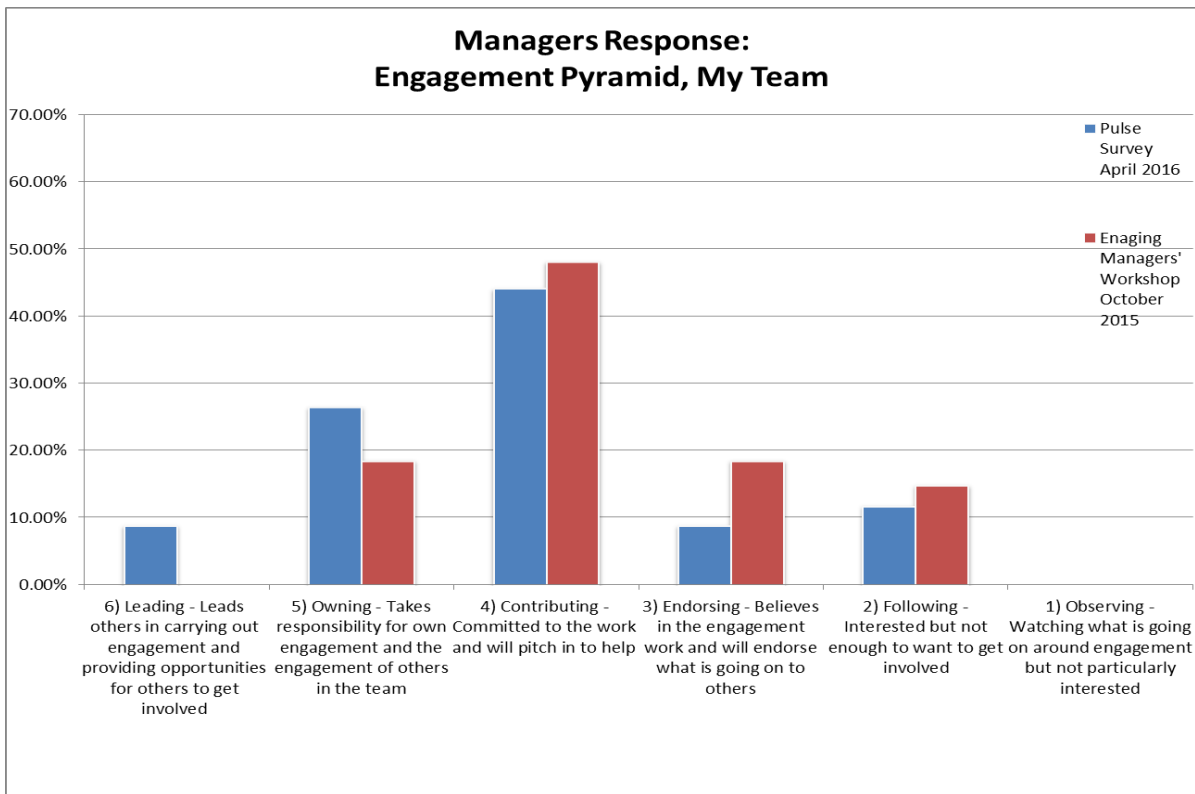
Managers in the Finance Directorate and the Engagement Working Group were asked to fill in "The Engagement Pyramid". This is to see where our managers think they and their team fit on the engagement scale and for the engagement working group to assess their team and their managers. Whilst there is a correlation to where the managers put themselves and the engagement working group put their managers, there was quite a big difference in where the managers and where the Working Group put their teams.

Managers Response: Engagement Pyramid - Me as a manager



Engagement Working Group Response: Engagement Pyramid, My manager





2.6.2. Insight

We asked teams why they thought there was a difference. Many people believed that the Engagement Champions had more insight and interaction with the team and knew the true engagement levels of their colleagues. They felt the managers were being too optimistic.

"Champions have more insight - more interaction with the team"

Others pessimistically said the managers were putting their teams higher on the scale to say what they wanted their managers to think of them.

Another suggestion was that the people on the working group may have not rated themselves when thinking about their team; whereas a manager would have included them in theirs.

Others suggested teams may feel that they are not in the position to lead and as the buy in continues people will understand and realise they can contribute and own their own engagement and help lead others too. Teams felt previously they were not in a position to own and lead; now they know they can.

2.7 How employees feel about work

2.7.1 Results

The number of people who feel positive or very positive about coming to work every morning has increased to 96.7% from 85.96%. This is a great result for the Directorate as a whole.

2.7.2. Insight

The number of people who felt negative or very negative has decreased by 10 people. Some people felt this might be to do with how people felt on the day of the survey. Whilst this may be the case for some, the survey was open for two weeks and it was optional which day the survey was completed. Other factors that could affect the results are the timing of the year, some teams are busy at different times of the year this could have an impact on this result in the future.

This result shows that lots of small changes can lead to big changes in people's mind-sets.

3. What next? Recommendations

The results of the survey are beyond what we were anticipating, which is fantastic news for the Directorate as a whole.

We need to embed engagement into business as usual so it becomes part of what we do. We are at a critical stage in "Our Journey to Achieving Our Vision". We need to follow through on the promises we made to the Directorate when we set up the People Engagement Strategy and Action Plan. We must also not forget that the action plan is a living document and needs to be added to when necessary. Continuing to deliver on the actions from the plan is integral to continued engagement success.

Three areas which require focus are Employee Voice, Engaging Managers and Integrity. How will we maintain our level of Employee Voice in the long run? How will leadership and managers build trust and Integrity with the teams? How can our managers be more engaging? These are questions that need to be answered in order to keep the upward momentum going.

We need to think about what "one team" means to us as a Directorate. More work is needed to establish a shared understanding for "One Team". This will make the objective of being "one team with one voice" easier to achieve.

We must also remember that during times of variation Engagement is even more important and is the key to successful change.

The change in our engagement scores over the last 6 months is absolutely fantastic. To become a truly engaged Directorate we must not be complacent and think that our journey is complete. True engagement takes time and ongoing commitment.

Appendix

1. Questions

1.1. Strategic Narrative

1. I understand the direction of the Finance Directorate
2. I know how my work contributes to the Finance Directorate as well as my team

1.2. Employee Voice

1. My thoughts and opinions are actively sought
2. I get feedback when asked for our opinions

1.3. Integrity

1. The behaviours of our management community is in line with my expectations
2. I believe that managers and leaders will follow through on promises made

1.4. Involvement

1. I am actively encouraged to get involved with different aspects of our Finance Directorate
2. Employees are given credit for their ideas and Involvement with the Directorate

1.6. Feelings about work

1. How do you feel about coming to work every morning?

1.7. One Team

1. Is the Finance Directorate Working as one team with one voice?

1.8 Engagement Pyramid

2. Methodology workings

Many of the questions and methodology were taken Emma Bridger's book Employee Engagement (2015).

The methodology is crude but is designed to help to find out where the Directorate should focus its attention and identify gaps to inform future plans.

The questions in the survey were split into the categories of the four enablers. Each of the questions was scored in the following ways:

- Strongly disagree - 1
- Disagree - 2
- Agree - 3
- Strongly Agree - 4

For each of the nine questions that were asked in the "Heath Check" the points have been added up to give the question a score.

As a different number of people answered some of the questions, the scores were aggregated to make them comparable.

For each of the enablers the aggregate scores were added up and divided by the number of questions in the enabler group. This is to help understand those areas of high performance and those in need of some work. To do this the scores were put into groups, these have been called the engagement categories:

- 5 - 10: Low score, an area for immediate action;
- 11 -15: Average score, monitor progress;
- 16 - 20: High score, best practice area.

Detailed workings are in the appendices.

2.1. Engagement Categories

Engagement Score	Engagement Category	What does this mean
5 - 10	Low	Area for immediate action
11 - 15	Average	Monitor progress
16 - 20	High	Best practice area

2.2. Aggregate scores

Engagement Scores

2.2.1. Low

Participants	5	6	7	8	9	10
91	91 - 108	109 - 126	127 - 144	145 - 163	164 - 181	182 - 199
92	92 - 109	110 - 128	129 - 146	147 - 165	166 - 183	184 - 201

2.2.2. Average

Participants	11	12	13	14	15
90	198 - 215	216 - 233	234 - 251	252 - 269	270 - 279
91	200 - 217	218 - 236	237 - 254	255 - 272	273 - 290
92	202 - 220	221 - 238	239 - 257	258 - 275	276 - 293

2.2.3. High

Participants	16	17	18	19	20
90	288 - 305	306 - 323	324 - 341	342 - 359	360
91	291 - 308	309 - 327	328 - 345	346 - 363	364
92	294 - 311	312 - 330	331 - 349	350 - 367	368