

Agenda item:	5
Report title:	Annual staff survey plans
Report by:	Andrew Bratt , Assistant Director – HR, andrew.bratt@gmc-uk.org , 0161 923 6215
Action:	To consider

Executive summary

This paper provides an update on the implementation of a new annual staff survey cycle, including a detailed timetable, an update on the scope of the survey and a draft question set. The survey would go live on 16 April 2018. The draft set of questions is currently subject to an internal consultation process.

Recommendations

- a** To note the project implementation timetable.
- b** To consider the latest question set for the proposed annual staff survey.

2018 Survey Planning

- 1 From 2018 our staff survey will move to an annual cycle. Previously we had run the survey every two years. We have commissioned our existing provider, Survey Solutions, to run our 2018 survey.
- 2 The survey would go live on 16 April 2018 and we would receive the first report at the end of May. The full project timetable is set out at Annex A. Please note the reporting period could be put back by one week if we decide to extend the survey.
- 3 The survey helps us track employee engagement and links closely to our Empowering and Developing our People programme (EDP) and our Equality, Diversity and Inclusion (EDI) strategy.
- 4 To ensure that we can track progress and target our follow up work appropriately we will retain the existing format for personal and diversity data.
- 5 We have decided not to hold focus groups for this survey as it will delay the publication of results and taking forward survey actions.
- 6 As we are moving to an annual survey cycle with subsequent pulse surveys, we need to be able to respond to the survey results quickly. We are asking each directorate to start to prepare for the follow up stage and the survey itself is part of the EDP programme.

Survey Scope

- 7 As we move to an annual cycle we have reduced the number of questions. This might further encourage participation (which is already good) and ensure that the outputs are sufficiently focused.
- 8 The latest draft question set is attached at Annex B and is currently subject to an internal consultation process. This involves senior managers, staff forum representatives and the equality and diversity team. The main points to emerge so far on the questions has been limited, but includes:
 - The need to ensure the style and language relates well and clearly to MPTS staff and encourages participation.
 - A sharper focus on collaboration and inclusive behaviours, in line with the EDI strategy.
 - A clear communication plan that explains the new annual cycle and its fit with the IIP survey in 2018 and pulse surveys.

Next Steps

- 9 Subject to the Board's views we will report a final proposed question set to the senior Management team for approval on 12 March 2018.

Executive Board meeting, 26 February 2018

5 – Annual staff survey plans

5 – Annex A

Staff survey 2018 project schedule

Development

Project set-up meeting	Survey Solutions	Monday 15 January 2018
Send set-up docs and first draft of survey questions to GMC	Survey Solutions	Friday 19 January 2018
Project Services Agreement signed off by GMC	GMC	Monday 22 January 2018
GMC to review & advise of any amendments to questions and set-up documents	GMC	Monday 19 February 2018
Re-send questions and set-up documents to GMC for approval	Survey Solutions	Friday 23 February 2018
GMC to send details of IT contact to discuss any potential issues	GMC	Friday 09 March 2018
GMC to send media pack (e.g. company logo, branding guidelines, company colours etc - IF CHANGED SINCE 2017 SURVEY)	GMC	Friday 09 March 2018
! GMC to sign off questions, introductory text, invitation email and FAQs	GMC	Monday 12 March 2018
Script online questionnaire	Survey Solutions	Tuesday 13 March 2018
Send online survey link to GMC for review and comment	Survey Solutions	Thursday 15 March 2018

Communication

Pre-survey communications start	GMC	Monday 19 March 2018
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Development

Send portal login details to GMC for access to live response rate page	Survey Solutions	Monday 02 April 2018
GMC to review online questionnaire - feedback any amendments required	GMC	Tuesday 03 April 2018
IT Testing of system completed	GMC	Tuesday 03 April 2018

Development

	Changes to design/scripting following GMC feedback	Survey Solutions	Wednesday 04 April 2018
!	GMC to sign off online survey	GMC	Monday 09 April 2018
!	Receive employee details from GMC	GMC	Wednesday 11 April 2018

Survey Launch

!	SURVEY LAUNCH - online link emailed out	Survey Solutions	Monday 16 April 2018
	GMC to review and sign off reminder text	GMC	Monday 23 April 2018
	Sending of 1st email reminder	Survey Solutions	Monday 30 April 2018
	Sending of 2nd email reminder (Final Reminder)	Survey Solutions	Monday 07 May 2018
	Discuss with GMC if survey to be extended	Survey Solutions	Friday 11 May 2018

Analysis and Reporting

	GMC to approve report template	GMC	Friday 11 May 2018
	Agree historical classification match-up with GMC	Survey Solutions	Friday 11 May 2018

Survey Launch

	Survey extended? Send extension email	Survey Solutions	Monday 14 May 2018
!	SURVEY CLOSES - with no extension	Survey Solutions	Monday 14 May 2018
!	FINAL SURVEY CLOSE DATE - with extension	Survey Solutions	Monday 21 May 2018

Analysis and Reporting

Toplines report delivered	Survey Solutions	Tuesday 29 May 2018
Benchmarking report delivered	Survey Solutions	Monday 04 June 2018
Portal - Open Comments and Section Summary Reports functionality activated	Survey Solutions	Monday 04 June 2018
Detailed Charts and Tables reports delivered (full and shortened versions)	Survey Solutions	Monday 11 June 2018
Detailed Charts and Tables reports delivered (Directorate reports)	Survey Solutions	Monday 18 June 2018
Management commentary delivered	Survey Solutions	Monday 18 June 2018
Diversity commentary report delivered	Survey Solutions	Monday 18 June 2018

Executive Board meeting, 26 February 2018

5 – Annual staff survey plans

5 – Annex B

Staff survey 2018 draft set of questions

General Medical Council – Staff Survey 2018 Questions Recommendations Draft V1 17-1-18

Key:

Blue = employee engagement questions

Green and blue = questions that can be externally benchmarked

New questions in 2017

Y = Recommended questions to include in 2018 survey

Indices: * in the table shows question fits into this index

EDD = Empowering staff, decision making and delegation

IIT = Identifying and investing in talent

LC = Creating a learning culture

POS = Promotion of opportunities for staff

RM = Reward mechanisms

BAO = Becoming an agile organisation

Scale: 5=Agree Strongly, 4=Agree, 3=Neither, 2=Disagree, 1=Disagree Strongly except if stated otherwise

TOTAL QUESTIONS INCLUDED IN 2017: 132 scaled, 3 opens, 15 classifications.

QUESTIONS IN OUR AGREEMENT: 60-70 scaled, 2 opens, 13 classifications.

Section 1: My understanding of the GMC

	2018 ?	EDD	IIT	LC	POS	RM	BAO
1. I understand the GMC's role and purpose							
2. I am clear how my section's work contributes to the success of the GMC							
3. I am proud to say that I work for the GMC	Y						
4. I would recommend working for the GMC	Y						
5. I speak positively about the services that the GMC provides	Y						
6. I feel valued as a member of staff at the GMC	Y						
7. I am committed to going the extra mile for the GMC	Y						

Section 2: Our Values

The GMC's values are:

Excellence - we are committed to excellence in everything that we do.

Fairness - we treat everyone fairly.

Transparency - we are honest and strive to be open and transparent.

Collaboration - we are a listening and learning organisation.

	2018 ?	EDD	IIT	LC	POS	RM	BAO
8. I have a clear understanding of our values							
9. I know how these values apply to my work							
10. I use the values to help me make the right decisions in my work		*					
11. My manager demonstrates and supports these values							
12. Senior Managers demonstrate and support these values							
13. The values are at the heart of the way we work every day	Y						

Section 3: Sharing Information

	2018 ?	EDD	IIT	LC	POS	RM	BAO
I receive the information that I need about:							
14. Issues affecting the GMC							
15. Issues affecting my section							
16. Organisation policies and procedures							
17. What is happening in other parts of the GMC							
18. I have regular team meetings							
19. Team meetings provide me with information to help me do my job effectively							

	2018 ?	EDD	IIT	LC	POS	RM	BAO
20. The cascade of information through the GMC is working well for me	Y						
21. My manager keeps me up to date on my area of work	Y						
22. When important decisions are made at the GMC, my manager explains to me the reasons why they have been made	Y	*					*
23. I am encouraged to put forward ideas for improving the way that things are done	Y			*			*
24. I feel that my views and ideas are listened to	Y			*			*
25. My ideas and suggestions are valued by my manager				*			*

26. The most useful sources of information are (tick up to 3 – counts as 4 questions)

2018?

Needs review for current methods

- Inside Info (Intranet)
- In Touch (E-bulletin)
- Team meetings
- Line manager
- Staff forum
- GMC People
- Staff seminars
- Word of mouth
- Cascade

Section 4: Managing Change

The following types of change are managed well in the GMC:

	2018 ?	EDD	IIT	LC	POS	RM	BAO
27. Changes to procedures and policies	Y						*
28. Changes to the overall organisation	Y						*
29. Changes at a local level, within my Directorate	Y						*
30. When there are changes to the overall GMC organisation, they are communicated clearly							*
31. New projects and initiatives are well thought out before they are implemented	Y						*

OPEN: What one suggestion do you have that could improve the way that changes are implemented?

2018?
Y

Section 5: The Way That We Work

	2018 ?	EDD	IIT	LC	POS	RM	BAO
32. I am clear about the GMC's strategy	Y						*
33. The GMC establishes clear priorities across the organization	Y						*
34. I am clear about how my priorities are aligned to the GMC's strategy							*
35. I am clear about the operational priorities within my Directorate							
36. I am clear about the operational priorities within my team							
37. The people in my team are committed to delivering high quality work							
38. Internal processes and procedures help me to do my work	Y						*
39. The organisation has the resources to do a good job	Y						*

Comment [SP1]: Maybe switch to be about the Directorate rather than the organization as a whole?

At the GMC, we deliver:	2018 ?	EDD	IIT	LC	POS	RM	BAO
40. Good external customer service	Y						
41. Good internal customer service							

42. **At the GMC there is a culture which encourages:** (Please select any that apply – *multi-option question, counts as 4 questions*)

2018?
Y

- Innovative ideas
- Empowerment
- Collaboration
- Accountability
- Face-to-face communication
- Recognition of achievement
- Good people management
- Good internal customer service

43. **The main reasons I continue to work at the GMC are:** (Please select your top 3 reasons - *multi-option question, counts as 4 questions*)

2018?

- My job

- The culture of the GMC
- The value of the GMC's role
- The way I am managed
- Career progression
- The chance to develop my skills
- The money
- The working hours
- The chance to work flexibly
- The benefits
- The lifestyle
- The people

Section 6: Working Together

	2018 ?	EDD	IIT	LC	POS	RM	BAO
44. I can rely on the other people in my team							
45. I feel I am respected by the people I directly work with	Y						
46. My team works well with other teams in the GMC	Y						*
47. There is a good level of collaboration between members of my team							*
48. There are enough opportunities to network and share ideas with people from other parts of the GMC	Y			*			

Section 7: Fairness and Transparency

	2018 ?	EDD	IIT	LC	POS	RM	BAO
49. Everyone is treated fairly in the organization	Y						
50. The GMC provides a supportive and inclusive working environment for people from all backgrounds	Y						
51. The GMC values people with different talents and ideas	Y			*			
52. I think our staff policies and procedures are applied fairly							
53. Bullying and harassment are not an issue where I work	Y						
54. Discrimination is not an issue where I work	Y						

Comment [SP2]: Should we change this to be about direct experience?...ie I believe I am treated fairly

Section 8: Leadership and Management

Questions in this section ask your views about the Senior Management Team, Heads of Section and your Manager.

By 'Senior Management Team' we mean all the Directors, and Assistant Directors.

By 'Manager' we mean the person to whom you directly report.

	2018 ?	EDD	IIT	LC	POS	RM	BAO
55. I am well led							
56. I am well managed							
57. I am currently working in a formal people management role (Yes/No) – to be used as a classification							
58. I am confident in the way that Senior Management are leading the GMC	Y						
59. There are effective processes for staff to make their views known to Senior Management	Y						
60. The senior management team understand the issues that are important to staff	Y						
61. Senior Managers are sufficiently visible to me							
62. Important decisions are made in a reasonable timeframe by Senior Management	Y	*					*
63. Heads of Section interact and communicate well with staff							
64. Assistant Directors interact and communicate well with staff							
65. Directors interact and communicate well with staff							
66. My manager is empowered to make decisions within the scope of their job		*					
67. My manager delegates effectively	Y	*					
68. My manager treats me with respect and fairness	Y						
69. My manager provides me with the support that I need to do my job well	Y	*					
70. My manager allocates work fairly across the team		*					
71. My manager recognises and praises my good performance	Y					*	

	2018 ?	EDD	IIT	LC	POS	RM	BAO
72. My manager involves me in decisions that affect the way we work		*					*
73. I trust my manager to make the right decisions for our department		*					
74. My manager supports me to find my own solutions to problems	Y	*		*			*
75. My manager identifies opportunities for me to develop my skills and grow	Y		*	*	*		
76. I am confident that I can raise an issue without it being held against me	Y						
77. I know who to contact if I want to highlight or disclose information about wrongdoing, outside my normal line management chain	Y						

Section 9: My Job

	2018 ?	EDD	IIT	LC	POS	RM	BAO
78. I have the information that I need to do my job	Y						
79. I am clear about my objectives and what is expected of me	Y	*					
80. I am clear how my work contributes to the success of the GMC	Y						
81. I feel responsible for my own performance		*					
82. I find my job interesting and fulfilling	Y						
83. I am empowered to make decisions within the scope of my job	Y	*					
84. When work is delegated to me I am given the authority to deliver it	Y	*					
85. My job makes good use of my talents, abilities and skills	Y	*	*				
86. I feel that the future of my job is secure							
87. My tasks and targets are manageable for me							
88. I do not need to work additional hours to get my job done	Y						
89. I intend to be working for the GMC in 12 months' time	Y						

90. What are the 3 main factors that may be making you consider leaving the GMC? (Please select only 3 options)

2018?

- A better lifestyle
- Greater career progression
- Family reasons
- More money
- Improved benefits
- A more interesting job
- Different working hours
- The way I am managed
- The culture where I work
- Opportunity for retraining
- The people

91. I have been promoted, temporarily promoted or transferred to a different role in the last 12 months (Yes / No) – to be used as a classification

2018?
Y

Section 10: Being at Work

	2018 ?	EDD	IIT	LC	POS	RM	BAO
92. The GMC is a good place to work							
93. My workplace is safe and well maintained	Y						
94. The GMC cares about my wellbeing	Y						
95. The GMC is committed to helping staff balance their work and home life							
96. The GMC provides good opportunities to work flexibly							
97. I understand the level of performance I need to be successful in my role							*
98. My manager ensures I have the flexibility I need to balance my responsibilities at work and at home							
99. I value the opportunity to work at home							
100. Flexible working requests are handled fairly by my manager							
101. My colleagues understand and accommodate the needs of others who have flexible working hours							

102. My colleagues are willing to take my flexible working pattern into account in the way that they work with me (6-point scale)							
103. My efforts are adequately rewarded	Y					*	
104. I am paid fairly for the job that I do compared with the amount I could earn elsewhere for a similar role	Y					*	
105. I am satisfied with the overall benefits package provided by the GMC	Y					*	

OPEN: What one important change would make the new working environment better for you and for the GMC?

2018?

Section 11: Talent Development

Routed: these 4 questions asked only if employee has been working at GMC for less than 12 months:

- 106. My job is as I expected it to be, based on the information that I was provided during the recruitment process
- 107. I was provided with the initial on-the-job training that I need to do my job
- 108. The induction training provided me with the information I needed
- 109. My induction helped me understand the roles and responsibilities of the GMC

2018?
Y
Y

Routed: these 2 questions asked only if employee has been promoted, temporarily promoted or transferred to a different role in the last 12 months (positive answer to Q91):

Suggested pre-text:

Thinking about your new role:

- 110. I was provided with the initial on-the-job training that I need to do my job
- 111. The induction training provided me with the information I needed

2018?
Y

Routed: these 2 questions asked only if employee is a Manager (Q57=YES)

- 112. I feel equipped to manage my people effectively
- 113. I feel confident that I have the right skills in my area for the future

2018?

	2018 ?	EDD	IIT	LC	POS	RM	BAO
114. I am provided with the ongoing training needed to do my job	Y		*	*	*		
115. I understand what learning and development opportunities are available to me				*	*		
116. I am provided with the training and development solutions needed to further develop my skills	Y		*	*	*		
117. I have the opportunity to undertake challenging tasks that stretch and develop me	Y		*	*			*
118. The GMC provides opportunities to work in different areas	Y		*		*		*
119. I believe I can develop my career as I would like, within the GMC	Y		*		*		
120. I feel responsible for my own career development			*	*			
121. I have adequate opportunities to discuss my career development			*				
122. I have the opportunity to discuss my development with my manager on a regular basis	Y		*				
123. I am aware of the job opportunities that become available across the GMC			*		*		
124. Opportunities for promotion are available to everyone with the right skills, experience and abilities			*		*		
125. Opportunities for internal promotion are managed fairly	Y		*		*		

	2018 ?	EDD	IIT	LC	POS	RM	BAO
The feedback provided by my manager on my performance is:							
126. Regular or as needed (not just at my annual appraisal)	Y		*		*		
127. Constructive, clear and easy to understand			*		*		
128. I have an annual appraisal with my manager (Scale: Yes/ No)							
129. (If yes) I find that this appraisal discussion provides me with	Y		*	*			

Comment [SP3]: Add a 'Not applicable' scale option to this Q

constructive feedback that I can use to reflect and improve my performance							
130. I have agreed a PDP with my line manager (Scale: Yes / No)							
131. (If yes) I find my PDP helpful in setting out my priorities for development	Y		*	*			

Comment [SP4]: Add a 'Not applicable' scale option to this Q

Section 12: Overall

132. Overall, I am satisfied with working for the GMC

2018?
Y

OPEN: What is the one most important change that would help improve your satisfaction with working for the GMC?

2018?
Y

Section 13: About you

The following questions ask you about your job and where you work. **This information is not designed to highlight individual responses, but to identify collective opinions of different groups across the GMC.**

Please be reassured that Survey Solutions will not include in final reports any results that could risk individuals being identified. All responses will be completely anonymous and no one at the GMC will see any of the returned questionnaires.

1. & 2. Directorate & Section

Directorate	Section
Education and Standards	Data, Systems and Quality
	Director 's Office – Education and Standards
	Policy and Standards
	Visits
Fitness to Practise	Performance Assessment/ Associate Appraisal and Training Team
	Policy and Planning, Business Transformation, and Safeguarding
	Case Examiners
	Case Review
	Director 's Office - Fitness to Practise
	Employer Liaison Service
	Legal Team
	National Investigation Team
	Regional Investigation Team
	Triage, Complaints and Liaison

Medical Practitioners Tribunal Service	Office of the Chair MPTS and Tribunal Development Operations
OCCE and OCOO	Chair and Chief Executive's Private Office Chief Operating Officer's Office Corporate Business Planning Corporate Review Team Governance

Directorate	Section
Registration and Revalidation	Applications: Voluntary Erasure, Restoration & Licensing/ Registration Support Team Clinical Assessment Centre Complaints Director 's Office - Registration and Revalidation Contact Centre International Applications/ Applications UK Performance, Planning and Change Policy and Regulatory Development Registration Appeals Team Registration Information Registration Investigation Registration Services Revalidation
Resources and Quality Assurance	Director 's Office - Resources and Quality Assurance Facilities Finance and Procurement Human Resources Information Access Information Systems Quality Assurance
Strategy and Communication	Director 's Office - Strategy and Communication/ Equality and Diversity/Regulation Policy Devolved offices/ European and International/ Government, Parliament and Stakeholder Relations Intelligence Unit Marketing Communications Regional Liaison Service Media and Campaigns

3. Level
- a. 1
 - b. AD
 - c. 2
 - d. 3

- e. 4
- f. 5
- g. 6
- h. Apprentice

4. Location

- a. Manchester
- b. London
- c. Cardiff
- d. Edinburgh
- e. Belfast
- f. Home working / other location

5. Length of Service (This question will be asked before routed questions)

- a. Less than 1 year
- b. More than 1 year, less than 3 years
- c. More than 3 years, less than 5 years
- d. More than 5 years, less than 10 years
- e. More than 10 years

6. What is your age?

- a. 16-24
- b. 25-34
- c. 35-44
- d. 45-54
- e. 55-64
- f. 65+

7. What is your gender?

- a. Male
- b. Female

8. What is your ethnic group?

- a. White
- b. Mixed or Multiple Ethnic Group
- c. Asian / Asian British
- d. Black / African / Caribbean / Black British
- e. Other ethnic group
- f. Prefer not to say

White - English / Welsh / Scottish / Northern Irish / British

White - Irish

White - Gypsy or Irish Traveller

White - Any other White background

Mixed / Multiple ethnic group - White and Black Caribbean

Mixed / Multiple ethnic group - White and Black African

Mixed / Multiple ethnic group - White and Asian

Mixed / Multiple ethnic group - Any other Mixed / Multiple ethnic background

Asian / Asian British – Indian
Asian / Asian British – Pakistani
Asian / Asian British – Bangladeshi
Asian / Asian British – Chinese
Asian / Asian British - Any other Asian background

Black / African / Caribbean / Black British – African
Black / African / Caribbean / Black British – Caribbean
Black / African / Caribbean / Black British – Any other Black / African / Caribbean background

Other ethnic group – Arab
Other ethnic group – Any other ethnic group

9. Which of the following options best describes your sexual orientation?

- a. Bisexual
- b. Gay Man
- c. Gay Woman / lesbian
- d. Heterosexual / straight
- e. Other
- f. Prefer not to say

10. What is your religion?

- a. No religion
- b. Christian
- c. Buddhist
- d. Hindu
- e. Jewish
- f. Muslim
- g. Sikh
- h. Other
- i. Prefer not to say

11. Do you consider yourself to have a disability, long term illness or health condition?
Yes/No

The Equality Act 2010 defines disability as a physical or mental impairment, which has a substantial and long term (i.e. has lasted or is expected to last at least 12 months) and adverse effect on a person's ability to carry out normal day to day activities. For example, a visual impairment, speech impairment, medical conditions, mobility problems, dyslexia etc

12. Do you have caring responsibilities? Yes/No

Caring responsibilities are defined as unpaid support to family or friends who could not manage without this help. This could be caring for a relative, partner or friend who is ill, frail, disabled, or has mental health or substance misuse problems.

13. [If yes at Q12] Which one option best describes the nature of your caring responsibility:

- a. Primary carer of a child or children (under 18 years)
- b. Primary carer of an adult or adults (18 years and over)
- c. Secondary carer
- d. More than one of the three options above
- e. Prefer not to say