

# National Staff Survey 2023

## The People Promise Guide

### People Promise

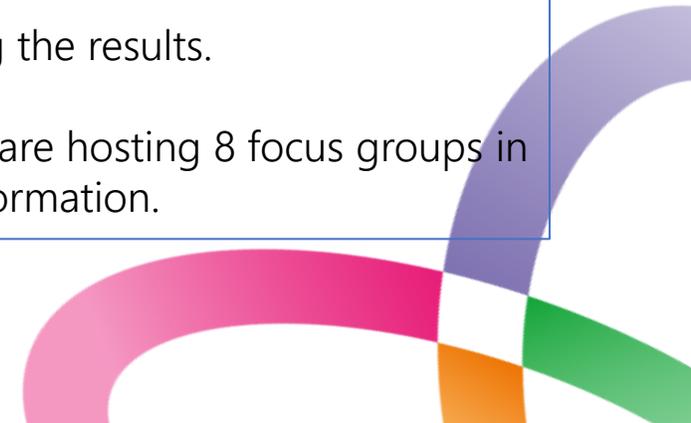


Supporting you to effectively action your Staff Survey data

# People Promise Guide

This guide will support you, as a People Manager, to take the right actions in response to the data that you've received within the Staff Survey. This will help you, and your team, to nurture a culture and environment that champions the 7 People Promise themes.

1. Identify the People Promise theme where you, as a People Manager, will action some change. The next slide will support you to identify the right one.
2. Receiving negative feedback can be difficult. Therefore, we recommend that you read the Health and Wellbeing team's support pack in handling negative staff feedback, which can be accessed [here](#)
3. Turn to the slide of the People Promise theme that you have decided to action.
4. Once you are at the right People Promise section, read the 'reflective questions' and answer them honestly. This will help you to understand and reflect upon the key elements within the People Promise questions. These key elements are listed per slide.
5. Use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
6. Link in with your OD colleagues if you require tailored support in actioning your results. We are hosting 8 focus groups in March and April. Please email [organisational.development@liverpoolft.nhs.uk](mailto:organisational.development@liverpoolft.nhs.uk) for further information.





# Understanding your Results

How to decide which People Promise theme is the right one to work on.

Look through all your People Promise Staff Survey scores. Identify which one of your People Promise scores you will work on by:

## Deciding your action area:

If your scores are below either/both the trust and divisional average, then select this people promise theme to work on.

If you have numerous scores that are lower than the trust and/or the division, then try to think about the theme that will have the greatest impact on your team. If you are unsure, go for the score where there is a greatest difference between the trust and your team score.

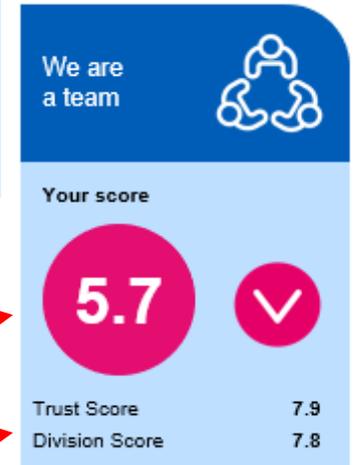
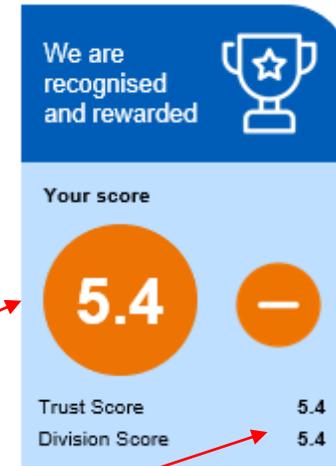
Remember to share all your results with your teams and ask them what they would like to work on. Lastly, don't forget to celebrate the themes that you've scored well on.

## Example:

If your score is close to the divisional and trust average it means you are on track with the trust level. Therefore, we recommend selecting a theme where 'your score' is lower than the 'division' and/or 'trust score'.

For example, even though this team's lowest theme (recognised and rewarded) is scored at '5.4', this is the same as the trust average.

Their 'We are a Team' theme is scored at 5.7, which isn't their lowest (5.4 is), but it has the greatest difference to the division and/or trust score (in this case by over 2 points). We would therefore recommend actioning 'We are a Team'.



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# People Promise Theme 1: Compassionate and Inclusive





# People Promise Theme 1: Compassionate and Inclusive

If you have chosen 'we are compassionate and inclusive' as a theme to address, then this section will support you to action change.

**Firstly, what does a 'compassionate and inclusive' culture mean?**

The NHS England definition is:

We do not tolerate any form of discrimination, bullying or violence. We are open and inclusive. We make the NHS a place where we all feel we belong.  
Together, WE make the NHS the best place to work.

## Next steps:

1. The next slide will list the key elements in helping everyone to feel like they work in a compassionate and inclusive environment.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!



# People Promise Theme 1: Compassionate and Inclusive

## Key Element one:

*My immediate manager takes effective action to help me with any problems I face.*

### Reflective Questions for me as a manager:

- Do you have regular formal and informal check-ins with all your staff members, where you actively seek to understand any problems that they could be facing?
- Do you then source solutions to these problems together?
- After the problem has been rectified, do you ask the colleague whether the solution was enacted effectively and has been sustained? Do you then use this feedback to improve next time?

### Reflective Questions for me and my team to discuss:

- What does effective action to support problems look like to us, as a team?
- What hasn't worked well when we've previously attempted to solve problems. What can we learn from this?
- What has worked well when we've solved problems previously. What can we learn from this?

### Resources to support your team's improvement:

- Compassionate Leadership Micro learn: [staffhub.liverpoolft.nhs.uk/working-with-us/Microteach - Compassionate Leadership-20220414\\_140320-Meeting Recording.mp4](https://staffhub.liverpoolft.nhs.uk/working-with-us/Microteach_-_Compassionate_Leadership-20220414_140320-Meeting_Recording.mp4)
- The expectations of line managers in relation to people management: [Managing employee concerns and complaints](#)



# People Promise Theme 1: Compassionate and Inclusive

## Key Element two:

*My immediate manager cares about my concerns*

## Reflective Questions for me as a manager :

- Do you have any processes in place to capture concerns and suggestions from your team?
- Do you keep the colleague(s) that have raised the concern informed of the action that is being taken?
- Do you assume, rather than know, that your colleagues are happy to come to you? If the former, what could you do to understand how approachable your team views you as?

## Reflective Questions for me and my team to discuss:

- Do you feel like we have the appropriate processes for raising suggestions and concerns, either to me and/or the rest of the team?
- As a team, do we have any current unresolved concerns? If so, let's collectively work together to resolve these.
- Are there any good examples where suggestions were raised and implemented? What can we learn from this process?

### Resources to support your team's improvement:

NHS England – Listening well guidance <https://www.england.nhs.uk/long-read/listening-well-guidance/#appendix-methodology>



# People Promise Theme 1: Compassionate and Inclusive

## Key Element three:

*The people I work with are polite and treat each other with respect.*

### Reflective Questions for me as a manager :

- Do you prioritise the psychological safety of staff by ensuring an environment where people feel safe to speak-up?
- Do you lead with compassion and inclusivity to support the formulation of a kind culture?
- Do you have difficult conversations with colleagues if you have witnessed unkind behaviour from them?

### Reflective Questions for me and my team to discuss :

- How can we be politer and kinder to one another?
- What does treating people with respect look like and how can we make sure it's built into our ways of working?
- Do you feel able to have difficult conversations with colleagues if you witness unkind behaviour?

### Resources to support your team's improvement:

- NHS Employers - top tips for supporting the psychological safety of staff - <https://www.nhsemployers.org/articles/top-tips-supporting-psychological-safety-staff>
- NHS England - What does compassionate, and inclusive, leadership mean to us? <https://www.england.nhs.uk/culture/what-does-compassionate-and-inclusive-leadership-mean-to-us/>

## People Promise Theme 2: We are Recognised and Rewarded





## People Promise Theme 2: We are Recognised and Rewarded

If you have chosen 'we are recognised and rewarded' as a theme to address, then this section will support you to action change.

**Firstly, what does 'recognised and rewarded' mean?**

The NHS England definition is:

A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution.

### Next steps:

1. The next slide will list the key elements in helping everyone to feel recognised and rewarded.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!



## People Promise Theme 2: We are Recognised and Rewarded

### Key Elements:

- *My immediate manager values my work*
- *The recognition I get for good work.*

### Reflective Questions for me as a manager :

- Do you as an immediate manager not only value your colleagues work, but also demonstrate this by letting them know?
- What reward and recognition processes do you have across your Department?
- How do you facilitate colleagues in being able to reward and recognise one another?

### Reflective Questions for me and my team to discuss :

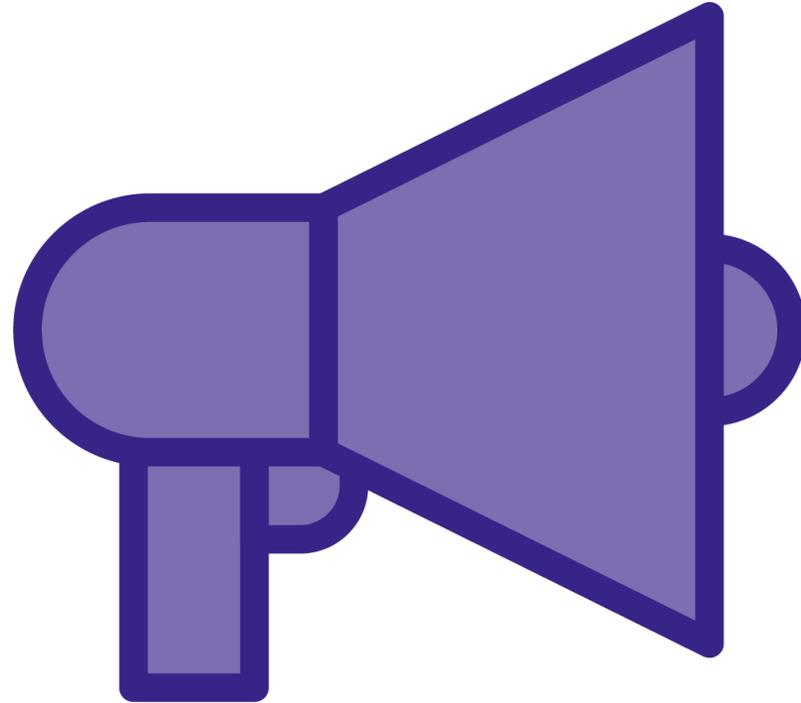
- Do you feel valued as a team?
- How do we recognise and reward across the team? What's working well and what isn't?
- What would you like from both your managers, and your fellow colleagues, relating to improved recognition and reward?

### Resources to support your team's improvement:

- Staff recognition framework: A guide for senior leaders and managers - <https://www.england.nhs.uk/long-read/staff-recognition-framework/>
- How to use the ABC Model of Appreciation - [https://www.canva.com/design/DAF83Yjl1\\_o/bRRHAoAEcTVpzX6oagt5yQ/view?utm\\_content=DAF83Yjl1\\_o&utm\\_campaign=designshare&utm\\_medium=link&utm\\_source=editor](https://www.canva.com/design/DAF83Yjl1_o/bRRHAoAEcTVpzX6oagt5yQ/view?utm_content=DAF83Yjl1_o&utm_campaign=designshare&utm_medium=link&utm_source=editor)



# People Promise Theme 3: We Each Have a Voice that Counts





## People Promise Theme 3: We Each Have a Voice that Counts

If you have chosen 'we each have a voice that counts' as a theme to address, then this section will support you to action change.

Firstly, what does a 'voice that counts' mean?

The NHS England definition is:

### **We each have a voice that counts**

We all feel safe and confident to speak up.

And we take the time to really listen to understand the hopes and fears that lie behind the words.

### **Next steps:**

1. The next slide will list the key elements in helping everyone to feel like they have a voice that counts.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!





## People Promise Theme 3: We Each Have a Voice that Counts

### Key elements:

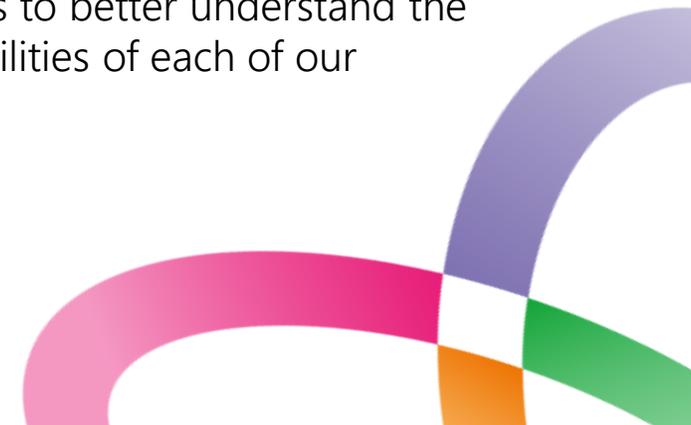
- *I am able to make suggestions to improve the work of my team / department.*
- *I have a choice in deciding how to do my work.*
- *If I spoke up about something that concerned me, I am confident my organisation would address my concern.*

### Reflective questions for me as a manager :

- Do your colleagues feel safe to speak up and that their voice counts? When was the last time you checked that this was the case?
- Do you actively listen to concerns with curiosity, and without bias. Do you then collaborate with your team on the next steps and required actions?
- Do you provide your team with permission to work innovatively and independently?

### Reflective questions for me and my team to discuss :

- What would be the best way for us to make suggestions to improve our department?
- What would make us feel safe if we wanted to raise anything?
- What would help us to better understand the roles and responsibilities of each of our colleagues?





## People Promise Theme 3: We Each Have a Voice that Counts

Resources to support your team's improvement:

- Psychological Safety - How to Build Trust in your Teams Micro Learn [Psychological Safety - How to Build Trust in your Teams](#)
- How to address behaviours in the workplace micro learn: [Addressing behaviours in the workplace Micro Learn Video \(canva.com\)](#)



# People Promise Theme 4: We are Safe and Healthy





## People Promise Theme 4: We are Safe and Healthy

If you have chosen 'we are safe and healthy' as a theme to address, then this section will support you to action change.

Firstly, what does 'safe and healthy' mean?

The NHS England definition is:

### **We are safe and healthy**

We look after ourselves and each other.

Wellbeing is our business and our priority – and if we are unwell, we are supported to get the help we need.

We have what we need to deliver the best possible care – from clean safe spaces to rest in, to the right technology.

#### **Next steps:**

1. The next slide will list the key elements in helping everyone to feel safe and healthy.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!

## People Promise Theme 4: We are Safe and Healthy

### Key Elements:

- *I have unrealistic time pressures.*
- *How often, if at all, do you not have enough energy for family and friends during leisure time?*
- *In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work?*

### Reflective questions for me as a manager :

- Are you aware of, and active in, the completion of stress risk assessments with your team members? Are these actions regularly reviewed?
- Are informal and formal discussions held around expected behaviours?
- Do you discuss with your team members whether they're currently able to balance their home and work life?

### Reflective questions for me and my team to discuss :

- Is the team aware of the value of wellbeing champions for your area? If so/not, would colleagues be interested in becoming one?
  - Does health and wellbeing discussions happen within, and across, your team? Is your whole team aware of the health and wellbeing support that is offered by the Trust?
  - Do you encourage and celebrate flexibility within and across your team?
- 

## People Promise Theme 4: We are Safe and Healthy

### Resources to support your team's improvement:

- [Wellbeing Champions \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk). The recommendation is 2 per area.
- Stress risk assessment: [Stress Risk Assessment \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- Managing mental health in your team and completing a stress risk assessment - health and wellbeing management courses are bookable through ESR.
- Endurance health concerns and reasonable adjustments - health and wellbeing management courses are bookable through ESR.
- Health and wellbeing intranet page resources and support:

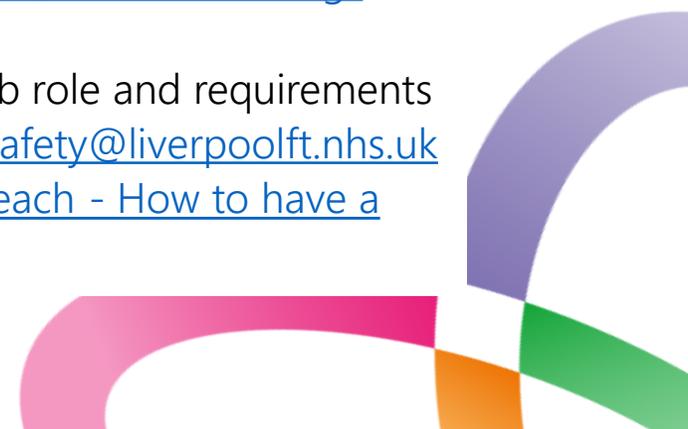
[Your Physical Wellbeing \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)

[Your Mental Wellbeing \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)

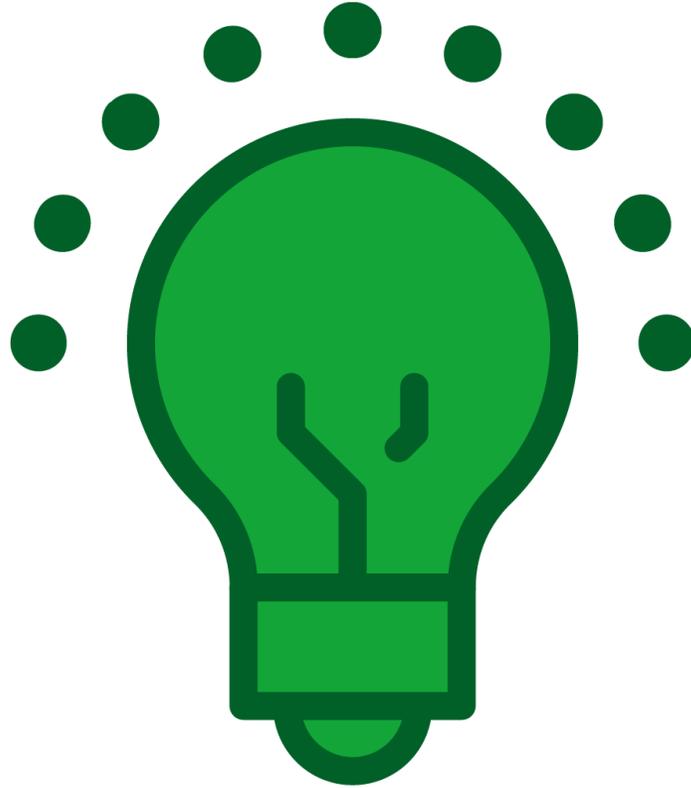
[Your Financial Wellbeing \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)

[Your working life \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)

- NHS flexi-working toolkit for managers: <https://www.england.nhs.uk/wp-content/uploads/2022/06/flexible-working-toolkit-for-line-managers-v1.2.pdf>
- If there are concerns around the environment, space available to enable staff to perform their job role and requirements or space to take a break please contact health and safety and health and wellbeing - [healthandsafety@liverpoolft.nhs.uk](mailto:healthandsafety@liverpoolft.nhs.uk)
- How to have a good day at work microlearn: [staffhub.liverpoolft.nhs.uk/working-with-us/Microteach](https://staffhub.liverpoolft.nhs.uk/working-with-us/Microteach) - [How to have a good day at work-20220408\\_123043-Meeting Recording.mp4](https://staffhub.liverpoolft.nhs.uk/working-with-us/Microteach)



# People Promise Theme 5: We are Always Learning





# People Promise Theme 5: We are Always Learning

If you have chosen 'we are always learning' as a theme to address, then this section will support you to action change

Firstly, what does 'always learning' mean?

The NHS England definition is:

## **We are always learning**

Opportunities to learn and develop are plentiful, and we are all supported to reach our potential.

We have equal access to opportunities.

We attract, develop and retain talented people from all backgrounds.

### **Next steps:**

1. The next slide will list the key elements in helping everyone to always learn.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!



## People Promise Theme 5: We are Always Learning

### Key Elements:

- *I have opportunities to improve my knowledge and skills.*
- *It helped me agree clear objectives for my work.*
- *I feel supported to develop my potential.*

### Reflective questions for me as a manager :

- Do you regularly review the objectives that were identified during the appraisals of your team members?
- Do you actively look to provide each of your team members with development opportunities that will appropriately stretch them?

### Reflective questions for me and my team to discuss :

- Do we embed regular development opportunity conversations across our team? Do we review these regularly enough? If not, how would you like to see improvement in this?
- Do we have clear objectives and goals as a team? Is so/not, what could support us achieving greater clarity?





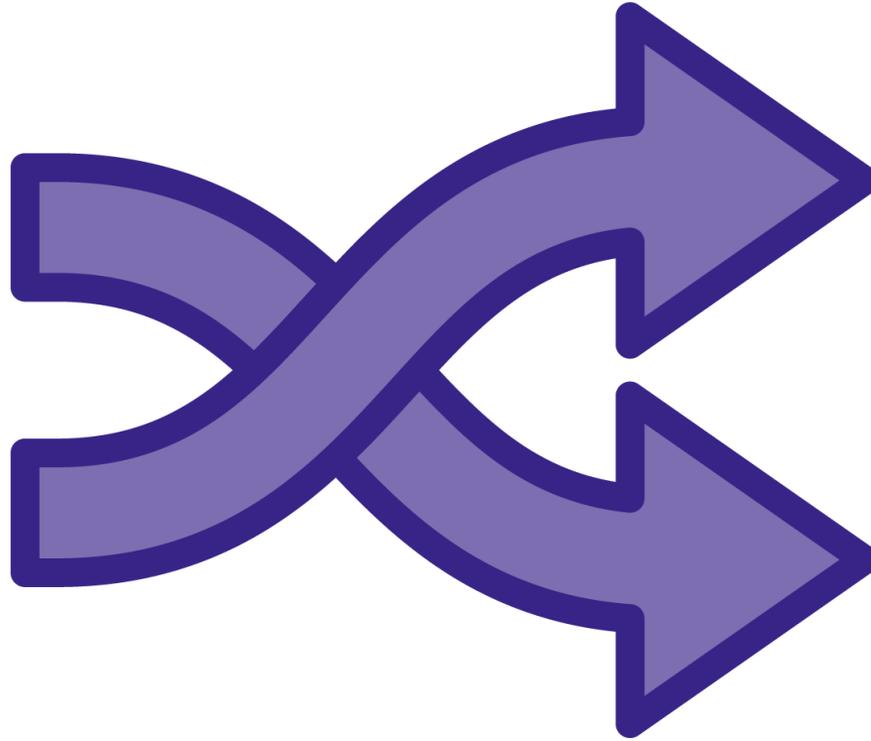
## People Promise Theme 5: We are Always Learning

Resources to support your team's improvement:

- How to identify team development needs: [How to identify team development needs \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to have a development conversation bitesize resource: [How to have a development conversation \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to help your colleague transfer their learning: [How to help your colleague Transfer the Learning \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to use SMART objectives: [How to use SMART objectives \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to delegate effectively: [How to delegate effectively \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)



## People Promise Theme 6: We Work Flexibly



## People Promise Theme 6: We Work Flexibly

If you have chosen 'we work flexibly' as a theme to address, then this section will support you to action change.

Firstly, what does 'we work flexibly' mean?

The NHS England definition is:

### **We work flexibly**

We do not have to sacrifice our family, our friends or our interests for work.

We have predictable and flexible working patterns – and, if we do need to take time off, we are supported to do so.

### **Next steps:**

1. The next slide will list the key elements in helping everyone to work with greater flex.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!

## People Promise Theme 6: We Work Flexibly

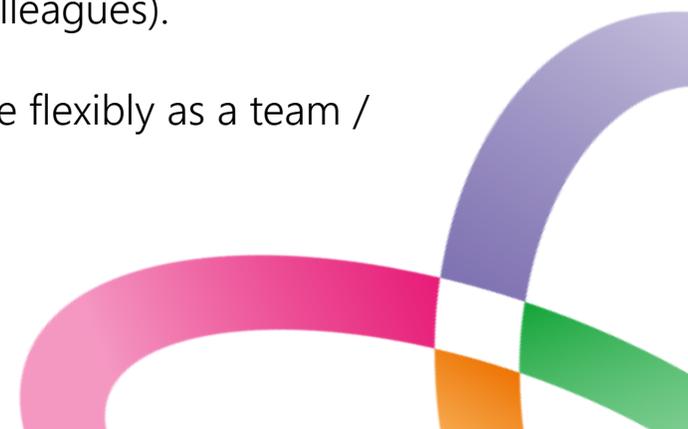
### Key Elements:

- *My organisation is committed to helping me balance my work and home life.*
- *I can approach my immediate manager to talk openly about flexible working.*
- *The opportunities for flexible working patterns.*

### Reflective questions for me as a manager :

- During check-in conversations with staff members, do you discuss ways to further support their work-life-balance?
- Do you actively champion flexi-working?
- Are you aware of the different types of flexible working – the how, where, when? (see NHS toolkit for managers).

### Reflective questions for me and my team to discuss :

- Is flexibility encouraged and celebrated across our team? If not, discussions around the benefits of flexi-working is advised.
  - Do you share with your team the different types of flexible working – the how, where, when? (see NHS toolkit for colleagues).
  - How can we work more flexibly as a team / department?
- 

## People Promise Theme 6: We Work Flexibly

Resources to support your team's improvement:

- NHS flexi-working toolkit for managers: <https://www.england.nhs.uk/wp-content/uploads/2022/06/flexible-working-toolkit-for-line-managers-v1.2.pdf>
- NHS flexi-working toolkit for colleagues: <https://www.england.nhs.uk/wp-content/uploads/2022/06/flexible-working-toolkit-for-individuals.pdf>
- The Case for Action - <https://timewise.co.uk/wp-content/uploads/2018/07/Flexible-working-in-the-NHS-the-case-for-action.pdf>
- The new flexible working policy is available from April 2024



## People Promise Theme 7: We are a Team





## People Promise Theme 7: We are a Team

If you have chosen 'we are a team' as a theme to address, then this section will support you to action change.

Firstly, what does 'we are a team' mean?

The NHS England definition is:

### **We are a team**

First and foremost, we are one huge, diverse and growing team, united by a desire to provide the very best care. We learn from each other, support each other and take time to celebrate successes

### **Next steps:**

1. The next slide will list the key elements in helping everyone to feel part of a team.
2. The 'reflective questions' should support you to understand and reflect upon these key elements.
3. Then use the resources provided, as a supportive up-skilling tool, before you embark on actioning the results.
4. Take action!



## People Promise Theme 7: We are a Team

### Key Elements:

- *The team I work in has a set of shared objectives.*
- *Team members understand each other's roles.*
- *My team has enough freedom in how to do its work*

### Reflective questions for me as a manager :

- How do you ensure that each colleague knows their roles and responsibilities accurately, and that these are aligned to the team's objectives?
- Do you regularly review objectives and goals with team members between their appraisals?
- Do you provide the opportunity for colleagues to discuss their role, their objectives, and whether there's the opportunity for collaboration, with one another?

### Reflective questions for me and my team to discuss :

- Do we meet regularly enough to review our team objectives? Are these objectives adapted when required?
- Does everyone feel like they've contributed fairly when we make collective decisions?
- Do we feel like we have freedom in how we conduct our work?





## People Promise Theme 7: We are a Team

Resources to support your team's improvement:

- Bitesize resource: [How to define your team purpose \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- Our Team Engagement and Development Tool (TED) can provide you with a standardised framework to support your team in becoming more effective. Please email – [organisational.development@liverpoolft.nhs.uk](mailto:organisational.development@liverpoolft.nhs.uk) for booking information and to access the TED resources bank.



# Useful resources

- Coaching off (as a supportive tool): [Your LUHFT Coaching Offer \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to lighten the load: [How to lighten the load \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to influence: [How to influence \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to communicate using the 12Cs: [How to communicate using the 12C's \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to develop your emotional intelligence: [How to be more emotionally intelligent \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- How to spot signs of distress: [How to spot signs of distress \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)
- Having confident conversations: [Confident Conversations \(liverpoolft.nhs.uk\)](https://liverpoolft.nhs.uk)

