

## Total Reward Case Study

### Project

As part of the process of developing the Total Reward Toolkit, OPSR commissioned Hay Group to pilot the Hay/OPSR Engaged Performance® Diagnostic Questionnaire in four public sector organisations, using an internet-only version of the Questionnaire.

Papworth NHS Trust was one of the selected pilots. Hay was invited to survey 196 employees in the Thoracic Department, of whom 25% responded.

### Summary

Papworth NHS Trust had the most favourable overall responses, with twice as many favourable responses as unfavourable. The results are remarkably similar to the schools and the Council.

### Detail

The Questionnaire contains 66 core questions, examining the extent to which the organisation demonstrates the six dimensions of the Engaged Performance® model. It also has seven demographic questions (which can be used for the segmenting of results), and a priority question, asking respondents to rate the three most important factors.

The particular strengths within Papworth NHS Trust were:

- Opportunity to do interesting work (Quality of Work);
- Access to tools and equipment needed to do my job (Enabling Environment);
- Management expects a high level of performance (Quality of Work).

The most unfavourable scores were for:

- Relationship between performance and pay (Tangible Rewards);
- Organisation has a good recognition scheme for one-off achievements (Tangible Rewards);
- Enough time to perform the tasks expected (Quality of Work);
- Encouraged to take reasonable risks (Inspiration/Values);

The areas selected as priorities by employees were:

- Incentives for high performance (32%);
- Physical work environment (28%);
- Manageable workload (24%).

### Learning Points

The employees surveyed in Papworth work in a clinical department, with constant patient interaction and little time in front of a computer. In cases such as this, a combined paper/internet approach would probably encourage a higher response rate.