

Results Overview

**South Yorkshire Pensions
Authority**

Staff Survey

Survey distributed

11th – 29th September 2023



Overview of the Approach

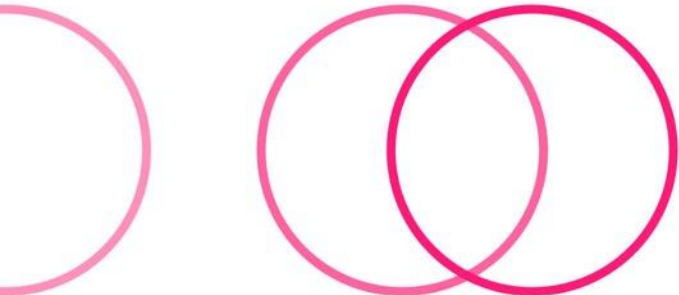
Staff Survey 2023

Objectives:

- Update previously created survey and comparison index.
- Collect responses online.
- Present back results in multiple formats:
 - Presentation
 - Report
 - Survey data

Key Dates

- Survey distributed 11th – 29th September 2023.
- Presentation 18th October, followed by final report and survey data.



NPS®

Net Promoter Score

The NPS lets you measure employee satisfaction with a single question. Your score represents the net percentage of your employees who are promoters of your organisation.

On a scale of 0-10, how likely is it you will recommend working here to a friend or colleague?

Based on their responses, your employees will fall into one of three groups.

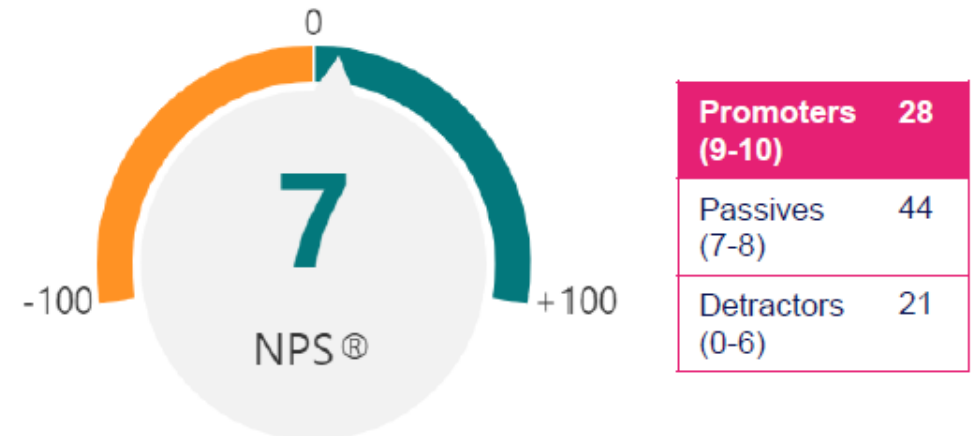
Promoters: 9-10. Loyal enthusiasts who will recommend your company as a good place to work to their friends and family.

Passives: 7-8. Satisfied but unenthusiastic who could be swayed.

Detractors: 0-6. Unhappy employees who have the potential to damage your reputation.

The score is calculated using: (% of customers who are Promoters) - (% of customers who are Detractors) = Net Promoter Score.

2023 Results



- Increase of 17 points from a score of -10 in 2020.
- SYPA now has more promoters than detractors.

Staff Survey Index

How to use the index

The SYPA staff survey index provides an overall survey score, along with a score for each section of the survey. The index is used throughout the report to compare results with the previous staff survey conducted in 2020.

The score for each question is calculated as the mean average response, with a range of 1 to 5. Each section will then produce a score of between 0 and 100. With the overall score also being between 0 and 100. Any score above 50% means that any "agree" or "strongly agree" responses outweigh "disagree" or "strongly disagree" responses.

There is an overall score for each section, with each question being given equal weighting within the section.

The overall index score is a total of the index points, which gives a higher weighting to Leadership & Management, and Working Environment.

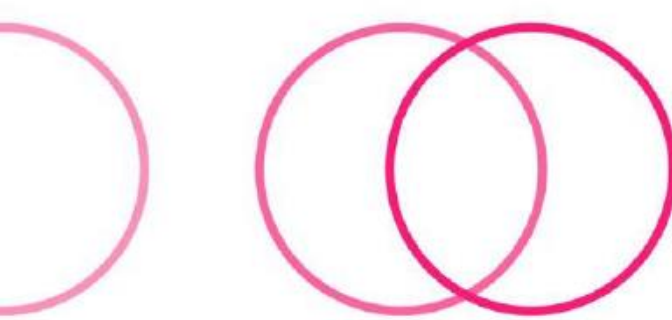
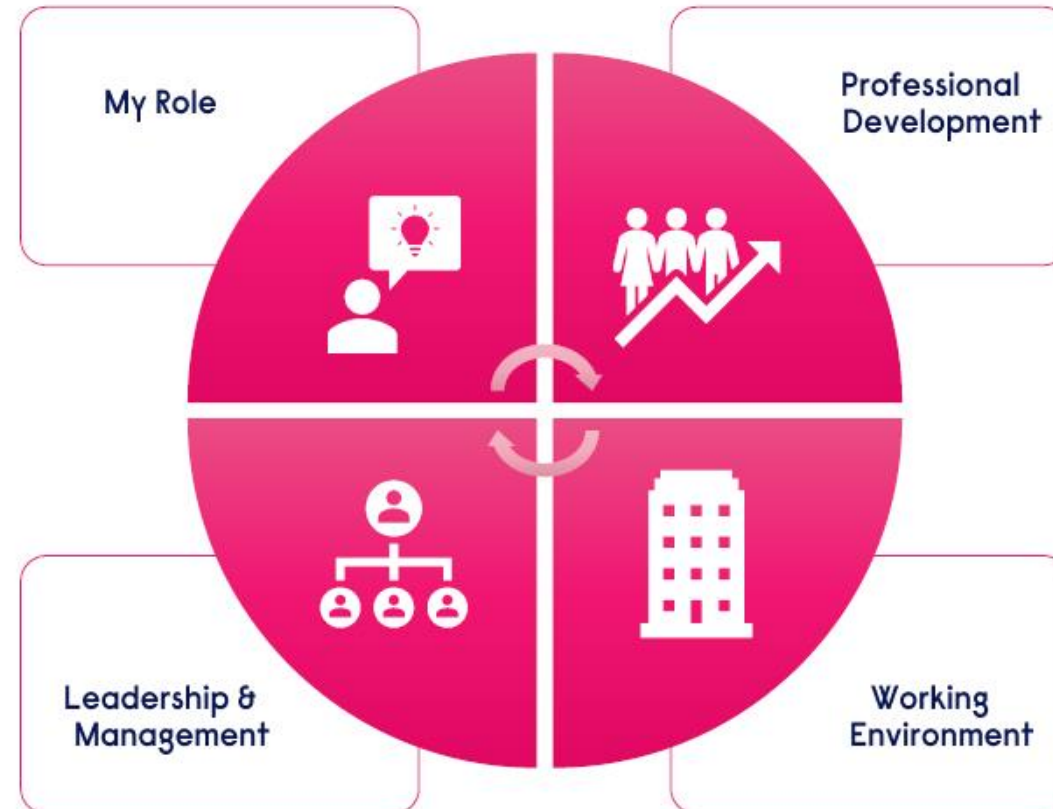
Average of the responses

| | Weighting | Score | Index Points | |
|---------------------------|------------------------------|---------------|---------------|--------------|
| My Role | Access to resources | 33.3% | 5.00 | 33.33 |
| | Trusted to make decisions | 33.3% | 5.00 | 33.33 |
| | Know what is expected | 33.3% | 5.00 | 33.33 |
| | SECTION SCORE | 20.0% | 100.00 | 20.00 |
| Leadership and Management | Receive feedback | 25.0% | 5.00 | 25.00 |
| | Opinions count | 25.0% | 5.00 | 25.00 |
| | Aware of goals and values | 25.0% | 5.00 | 25.00 |
| | Understand how to contribute | 25.0% | 5.00 | 25.00 |
| SECTION SCORE | 30.0% | 100.00 | 25.00 | |
| Professional Development | Training available | 25.0% | 5.00 | 25.00 |
| | Coaching support | 25.0% | 5.00 | 25.00 |
| | Stimulated by my role | 25.0% | 5.00 | 25.00 |
| | Career path | 25.0% | 5.00 | 25.00 |
| SECTION SCORE | 20.0% | 100.00 | 25.00 | |
| Working Environment | Treated fairly | 20.0% | 5.00 | 20.00 |
| | Inspired by my team | 20.0% | 5.00 | 20.00 |
| | Work/life balance | 20.0% | 5.00 | 20.00 |
| | Wellbeing support | 20.0% | 5.00 | 20.00 |
| | Authentic self | 20.0% | 5.00 | 20.00 |
| SECTION SCORE | 30.0% | 100.00 | 30.00 | |
| TOTAL INDEX SCORE | | | 100.00 | |

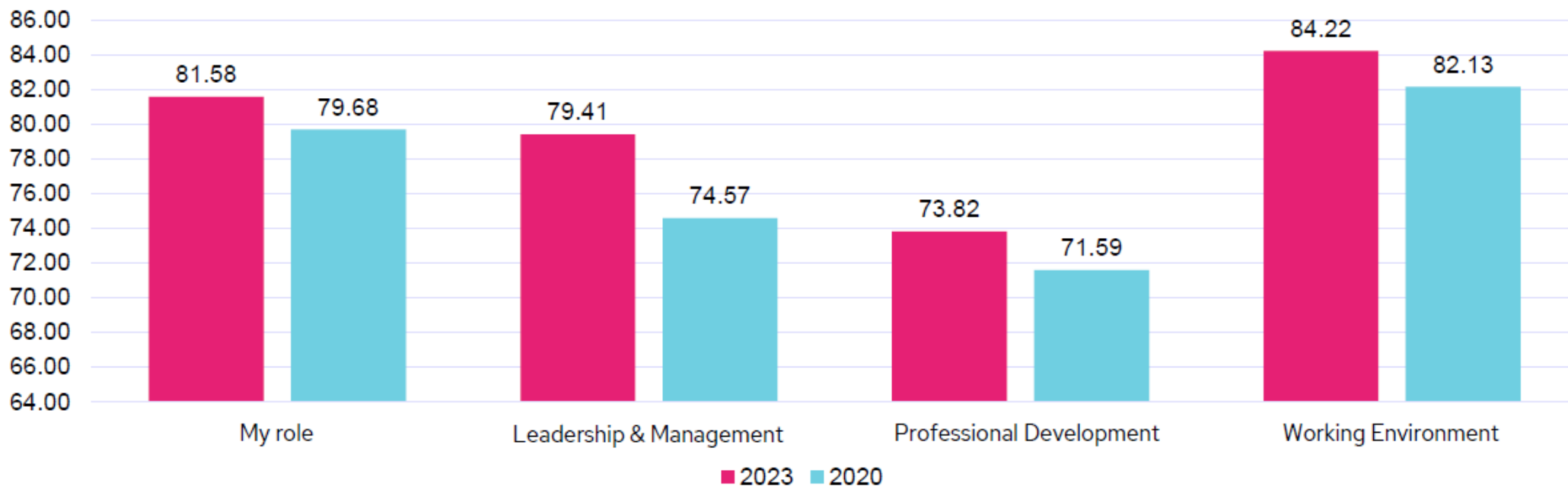
Total survey score

Overall section score

4 Measures of Engagement



4 Measures of Engagement vs 2020

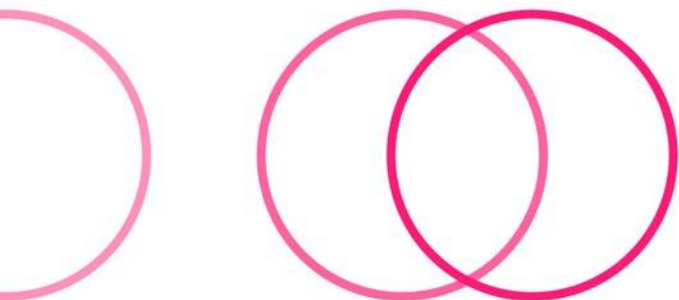


Each section scored 0-100

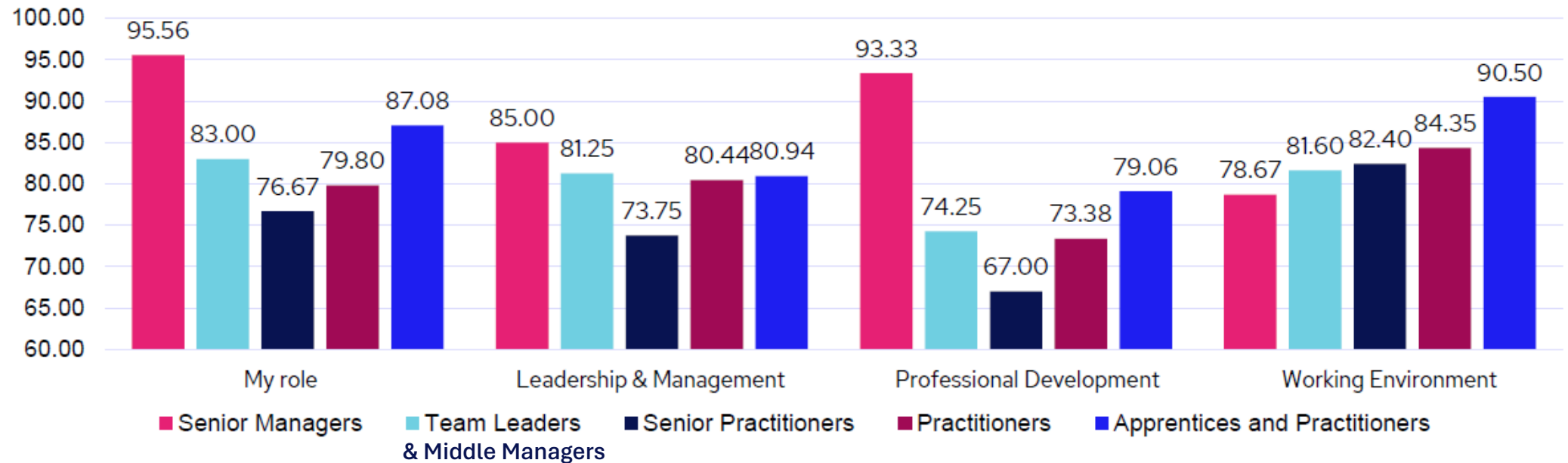


Job Grade Mapping

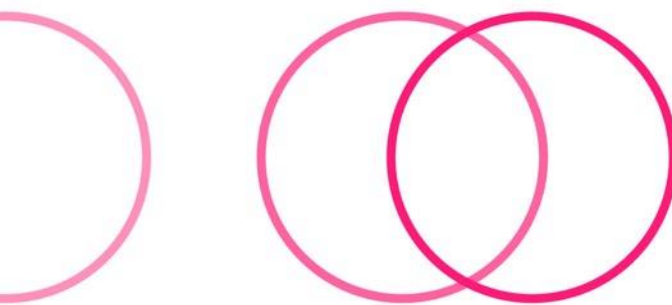
| Your Defined Job Grade | Maps to | Number of Responses | Percentage of Responses |
|-------------------------------|---------------|---------------------|-------------------------|
| Apprentices and Practitioners | Up to Grade C | 16/19 | 84% |
| Practitioners | Grade D – E | 34/43 | 79% |
| Senior Practitioners | Grade F – G | 20/22 | 91% |
| Team Leaders and Managers | Grade H – L | 20/25 | 80% |
| Senior Managers | Grade M – N | 3/3 | 100% |



Job Grade Mapping

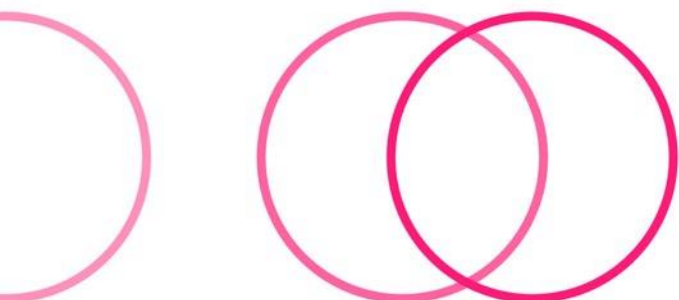


Each section scored 0-100

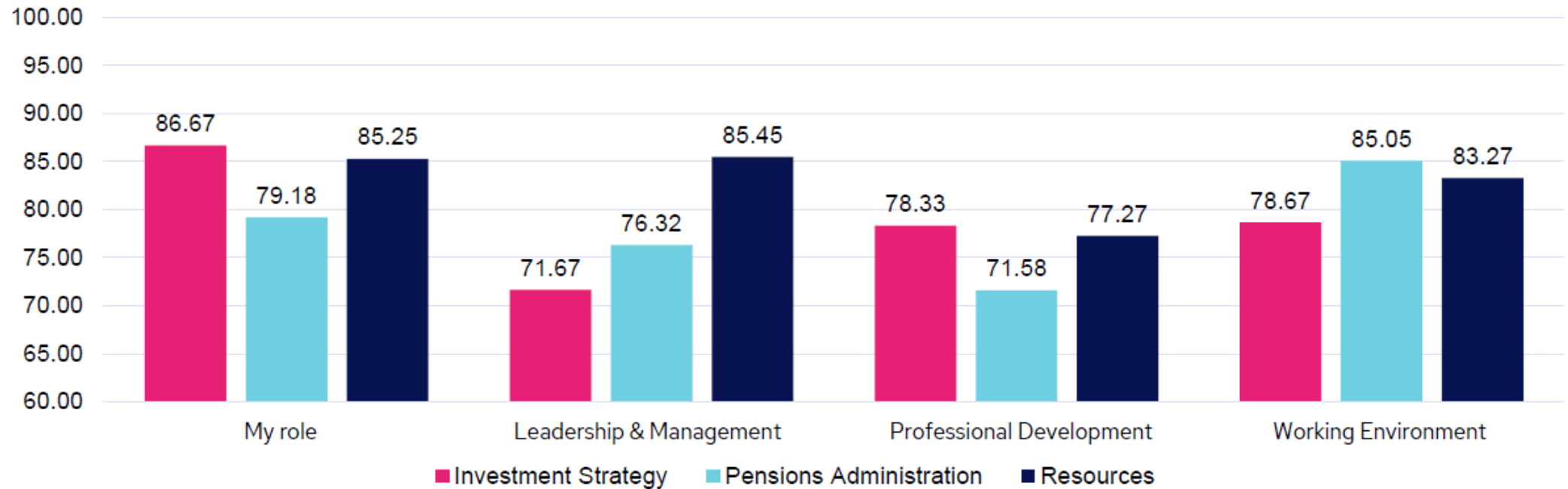


Function Mapping

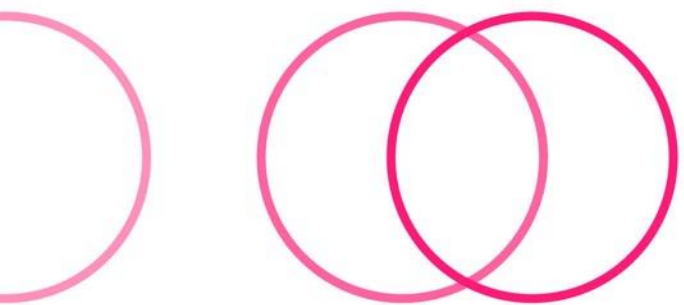
| SYPA Function | Number of Responses | Percentage of Responses |
|-------------------------|---------------------|-------------------------|
| Investment Strategy | 3/4 | 75% |
| Pensions Administration | 57/68 | 84% |
| Resources | 33/40 | 83% |



Function Mapping

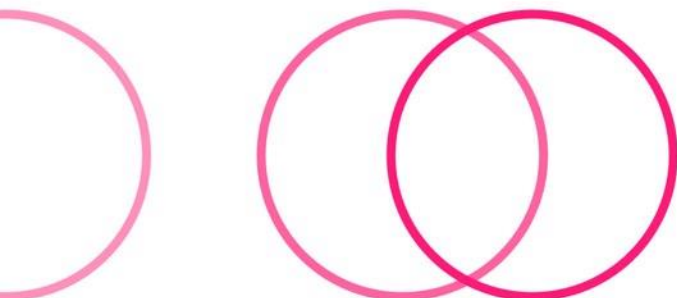


Each section scored 0-100

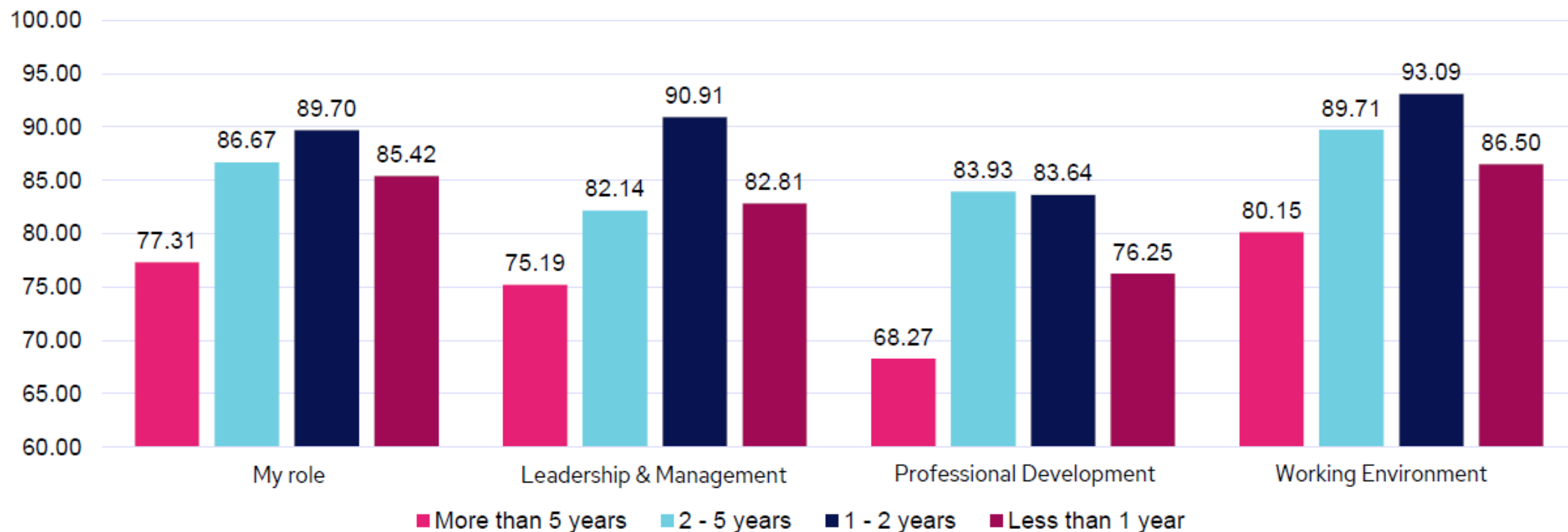


Tenure Mapping

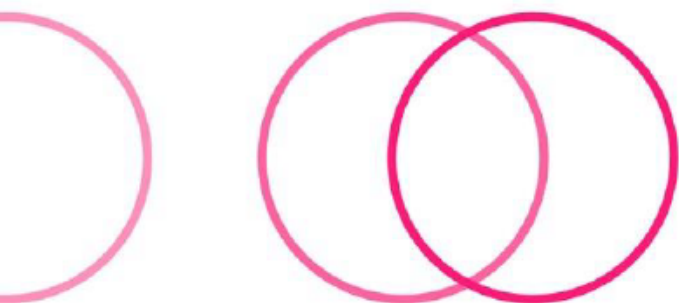
| SYPA Tenure Length | Number of Responses |
|---------------------------|----------------------------|
| Less than 1 year | 16 |
| 1 – 2 years | 11 |
| 2 – 5 years | 14 |
| More than 5 years | 52 |



Tenure Mapping



Each section scored 0-100



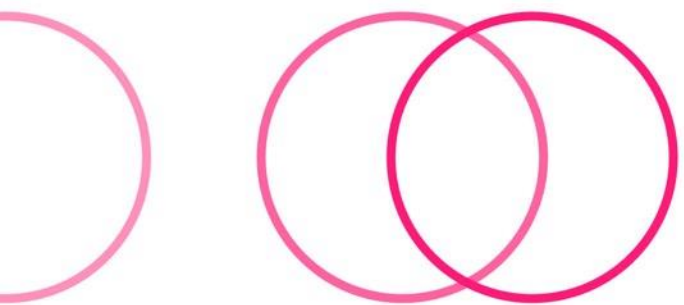
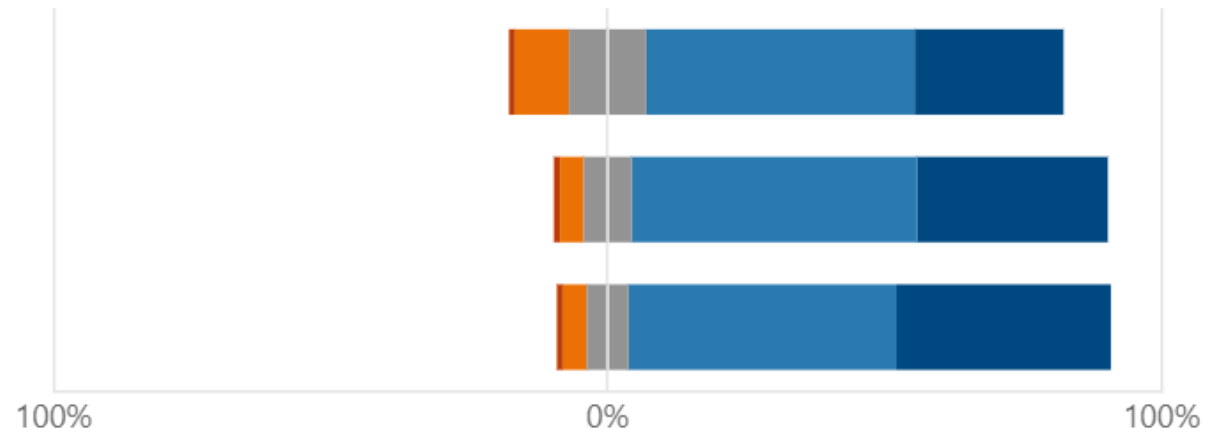
Your role

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree

I have access to the resources and information that I need to do my job well

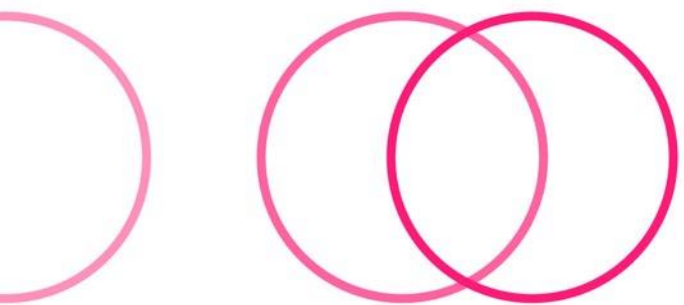
I am trusted to make decisions

I know what is expected of me in my role



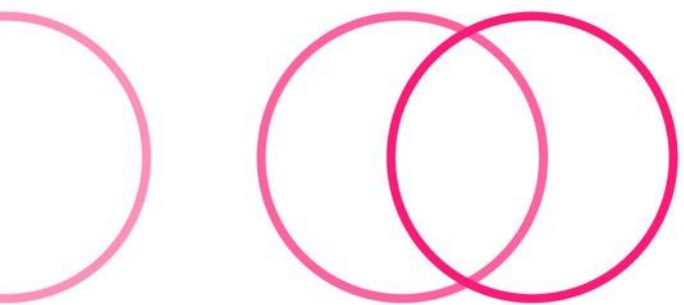
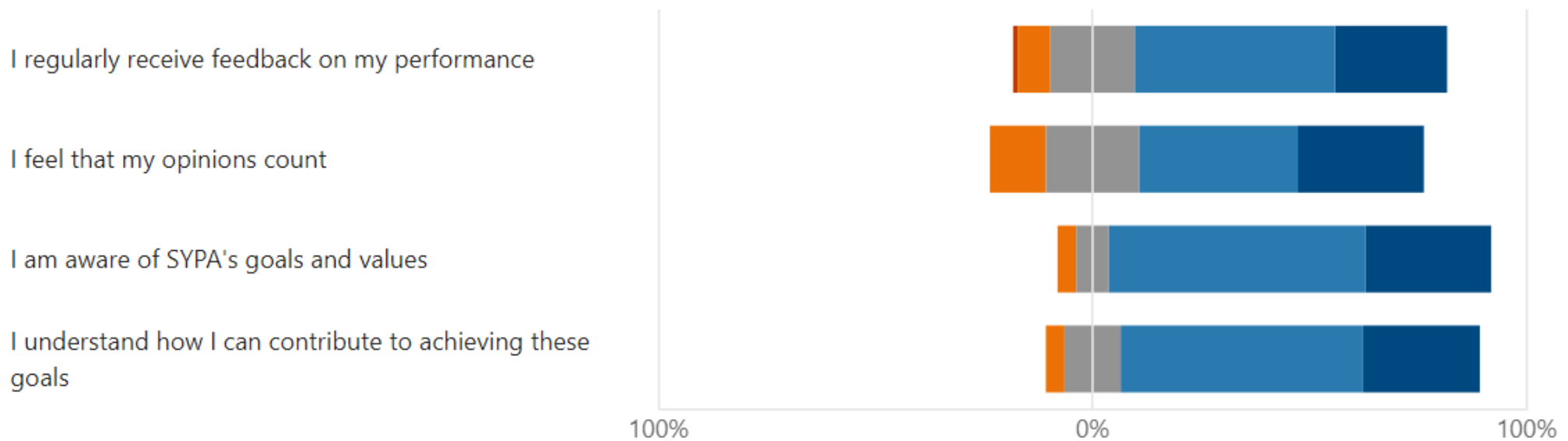
Your Role: vs 2020 Benchmark

| Question | Question Score | % change vs 2020 |
|--|----------------|------------------|
| I have access to the resources and information that I need to do my job well | 3.90 | -2% |
| I am trusted to make decisions | 4.14 | 3% |
| I know what is expected of me in my role | 4.19 | 5% |



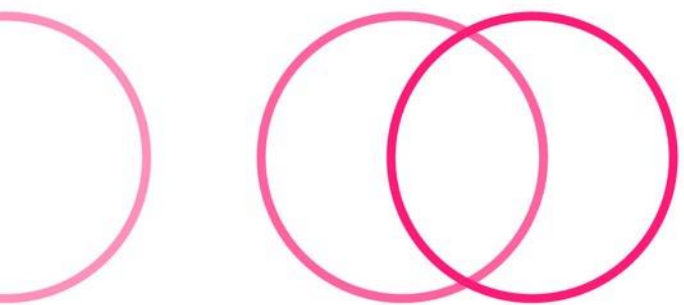
Leadership & Management

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree



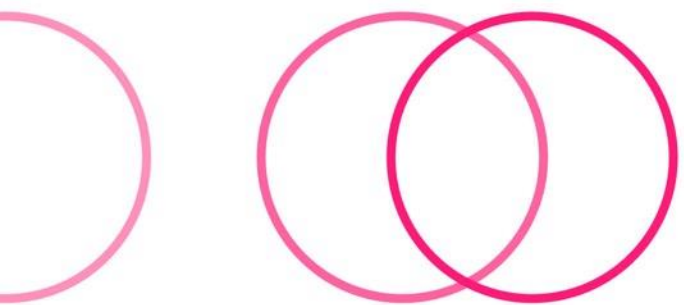
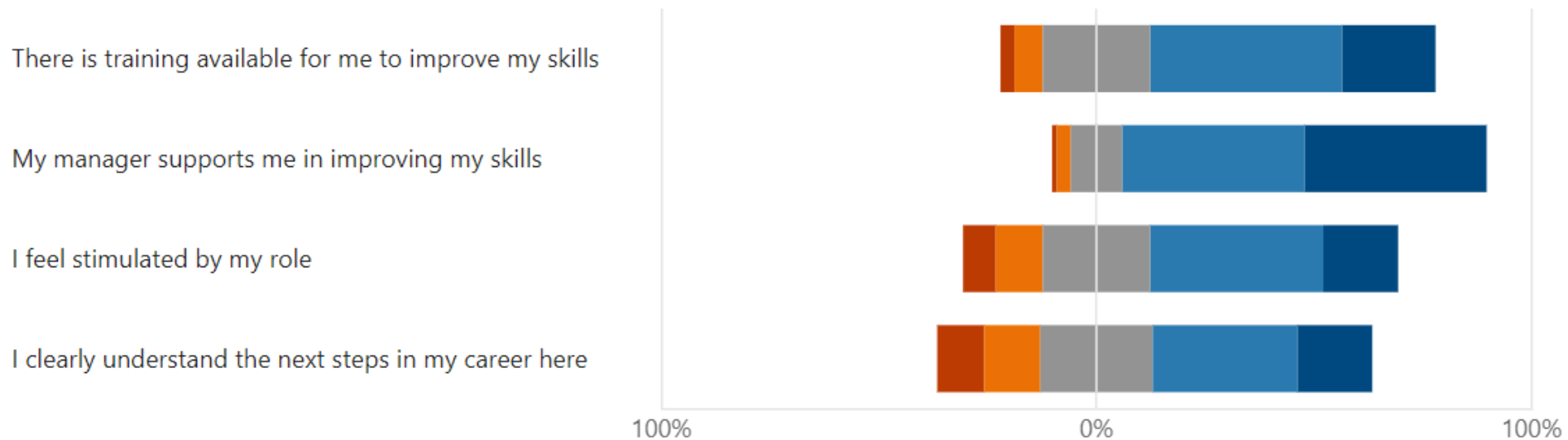
Leadership & Management: vs 2020

| Question | Question Score | % change vs 2020 |
|--|----------------|------------------|
| I regularly receive feedback on my performance | 3.88 | 10% |
| I feel that my opinions count | 3.82 | 7% |
| I am aware of SYPA's goals and values | 4.13 | 3% |
| I understand how I can contribute to achieving these goals | 4.05 | 4% |



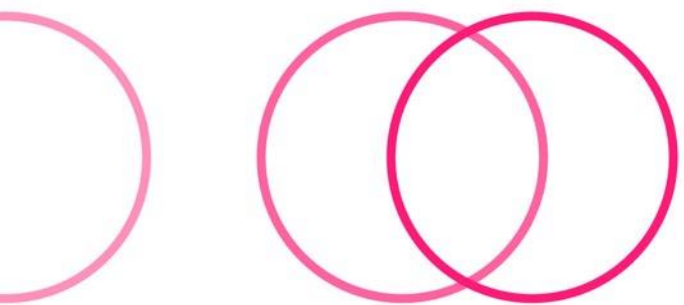
Professional Development

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree



Professional Development: vs 2020 Benchmark

| Question | Question Score | % change vs 2020 |
|---|----------------|------------------|
| There is training available for me to improve my skills | 3.74 | 4% |
| My manager supports me in improving my skills | 4.20 | 5% |
| I feel stimulated by my role | 3.48 | -1% |
| I clearly understand the next steps in my career here | 3.33 | 3% |



Working Environment

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree

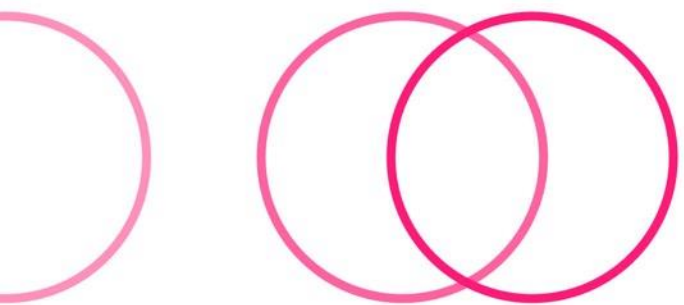
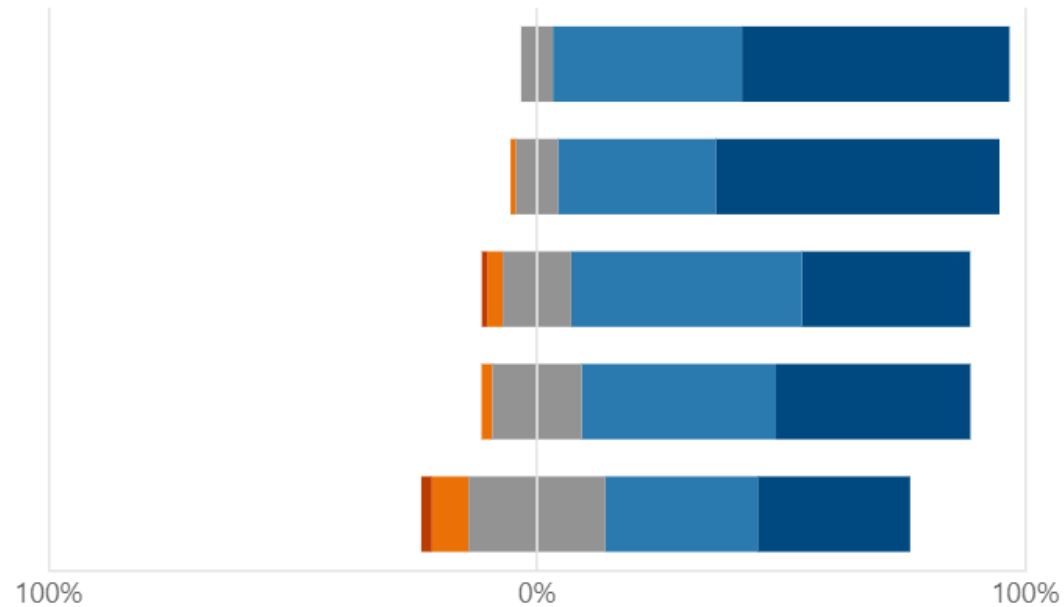
I am treated fairly by my manager

I work within a collaborative and supportive team

I have a good work/life balance

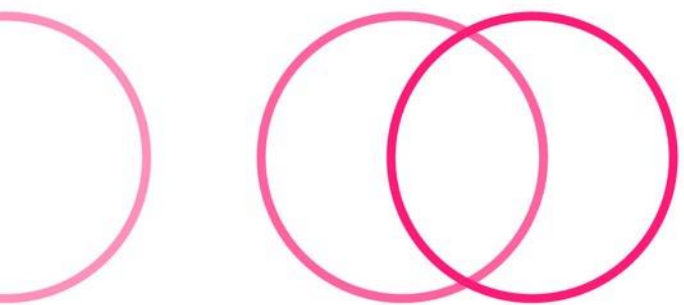
SYPA has good wellbeing initiatives that support me at work

I feel comfortable expressing my authentic self at work



Working Environment: vs 2020 Benchmark

| Question | Question Score | % change vs 2020 |
|---|----------------|------------------|
| I am treated fairly by my manager | 4.48 | 4% |
| I work within a collaborative and supportive team | 4.47 | 6% |
| I have a good work/life balance | 4.11 | 2% |
| SYPA has good wellbeing initiatives that support me at work | 4.17 | 6% |
| I feel comfortable expressing my authentic self at work | 3.82 | - |



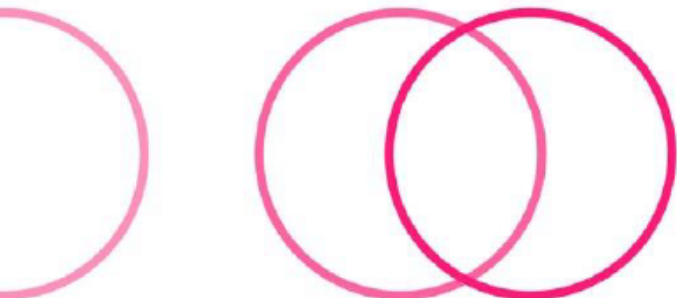
Analysis

Strengths

- 83% response rate, against a UK companies benchmark of 69%.
- Improvements in almost every measure on the 2020 results.
- There is now a positive NPS score of 7, up from -10.
- Response to leadership and management significantly up on 2020.
- There is excellent engagement at entry level grades (A-C), who are trusted to make decisions and are treated fairly by managers.
- Being treated fairly by my manager is the highest scoring question as it was in 2020.
- Regularly receiving feedback is the most improved question, up 10% on 2020.
- Significant improve on 2020 in wellbeing, supportive team, and feeling that opinions count.

Weaknesses

- Lowest response rate amongst Grade D – E, albeit still well above UK benchmark at 79%.]
- Whilst a small increase on 2020, professional development remains the lowest performing section. Feeling stimulated by the role is slightly down on 2020.
- Senior practitioners (Grade E – F) lowest performing in most areas, particularly low on professional development.
- Staff with a tenure of over 5 years are the least engaged group.
- Having access to resources has the biggest drop from 2020, falling 2%.
- Understanding next steps in career has not changed since 2020, and remains the lowest scoring question
- Bringing authentic self to work is the lowest score in the working environment section.



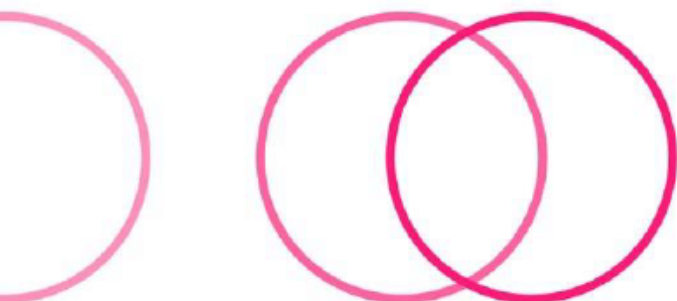
Analysis

Opportunities

- Most highly correlated question is my manager supports me in improving my skills. Improving this will have a greater impact across all engagement levels.
- Highest level of engagement in those with 1-2 years tenure, opportunity to develop this group into future leaders.
- Develop and ED&I strategy to build upon the positive working environment, and enable everyone to bring their authentic self to work.

Threats

- Engagement does drop off with increased tenure, therefore threatening productivity, and potentially a threat of losing experienced talent.
- Bringing authentic self to work was the lowest scoring question in working environment, potentially a ED&I issue that could be explored further.
- Feeling stimulated by the role, career pathways, and having access to the right resources are similar issues to those from 2020, suggesting any initiatives may not have had a big impact.
- Understanding organisational goals and values has improved, however the qualitative feedback suggests there is a divide in the organisation and it could benefit from renewed purpose and values.



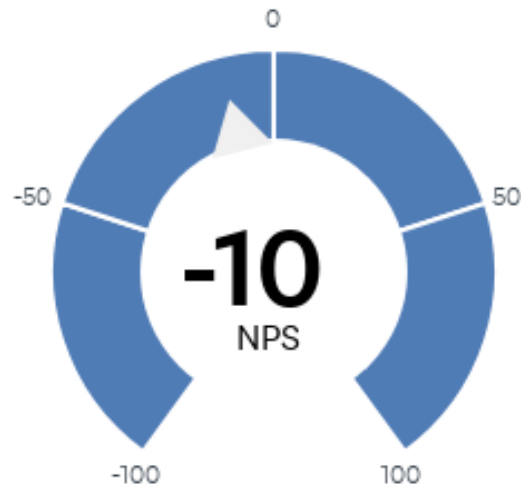
Staff Survey Index: 2023/2020/2018

| | | 2023 | | | 2020 | | | 2018 | | |
|---------------------------|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | Weighting | Score | Index Points | Weighting | Score | Index Points | Weighting | Score | Index Points |
| My Role | Access to resources | 33.3% | 3.90 | 26.02 | 33.3% | 3.98 | 26.50 | N/A | N/A | N/A |
| | Trusted to make decisions | 33.3% | 4.14 | 27.60 | 33.3% | 4.01 | 26.75 | 50.0% | 4.00 | 40.00 |
| | Know what is expected | 33.3% | 4.19 | 27.96 | 33.3% | 3.96 | 26.42 | 50.0% | 3.94 | 39.38 |
| | SECTION SCORE | 20.0% | 81.58 | 16.32 | 20.0% | 79.67 | 15.93 | 20.0% | 79.38 | 15.88 |
| Leadership and Management | Receive feedback | 25.0% | 3.88 | 19.41 | 25.0% | 3.49 | 17.44 | 50.0% | 3.63 | 36.30 |
| | Opinions count | 25.0% | 3.82 | 19.09 | 25.0% | 3.54 | 17.68 | 50.0% | 3.07 | 30.68 |
| | Aware of goals and values | 25.0% | 4.13 | 20.65 | 25.0% | 4.01 | 20.06 | N/A | N/A | N/A |
| | Understand how to contribute | 25.0% | 4.05 | 20.27 | 25.0% | 3.88 | 19.39 | N/A | N/A | N/A |
| | SECTION SCORE | 30.0% | 79.41 | 23.82 | 30.0% | 74.57 | 22.37 | 30.0% | 66.98 | 20.09 |
| Professional Development | Training available | 25.0% | 3.74 | 18.71 | 25.0% | 3.61 | 18.05 | 50.0% | 3.61 | 36.10 |
| | Coaching support | 25.0% | 4.20 | 21.02 | 25.0% | 3.98 | 19.88 | N/A | N/A | N/A |
| | Stimulated by my role | 25.0% | 3.48 | 17.42 | 25.0% | 3.51 | 17.56 | N/A | N/A | N/A |
| | Career path | 25.0% | 3.33 | 16.67 | 25.0% | 3.22 | 16.10 | 50.0% | 3.41 | 34.08 |
| | SECTION SCORE | 20.0% | 73.82 | 14.76 | 20.0% | 71.59 | 14.32 | 20.0% | 70.18 | 14.04 |
| Working Environment | Treated fairly | 20.0% | 4.48 | 17.94 | 25.0% | 4.32 | 21.59 | 33.3% | 3.99 | 26.58 |
| | Inspired by my team | 20.0% | 4.47 | 17.89 | 25.0% | 4.18 | 20.91 | 33.3% | 4.37 | 29.15 |
| | Work/life balance | 20.0% | 4.11 | 16.43 | 25.0% | 4.01 | 20.06 | 33.3% | 4.08 | 27.17 |
| | Wellbeing support | 20.0% | 4.17 | 16.69 | 25.0% | 3.91 | 19.57 | N/A | N/A | N/A |
| | Authentic self | 20.0% | 3.82 | 15.27 | N/A | N/A | N/A | N/A | N/A | N/A |
| | SECTION SCORE | 30.0% | 84.22 | 25.26 | 30.0% | 82.13 | 24.64 | 30.0% | 82.89 | 24.87 |
| TOTAL INDEX SCORE | | | 80.17 | | | 77.26 | | | 74.87 | |

Net Promoter Score®

2020

| | |
|-----------------------------|-----------|
| Promoters (9-10) | 18 |
| Passives (7-8) | 37 |
| Detractors (0-6) | 26 |



2023

| | |
|-----------------------------|-----------|
| Promoters (9-10) | 28 |
| Passives (7-8) | 44 |
| Detractors (0-6) | 21 |

