



GREAT
PLACE TO
WORK

THE CORE CHARACTERISTICS OF A GREAT PLACE TO WORK

Report on the results of literature review and NHS Finance staff
survey

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1. INTRODUCTION

Work Commissioned

As part of the Future Focused Finance initiative (Great Place To Work stream), a literature review was commissioned.

The purpose of the literature review was to identify the core characteristics of a great place to work.

This report summarises the results of the literature review and a subsequent survey of NHS Finance staff.

Approach

A review of over 90 pieces of literature was undertaken.

This included books, articles, podcasts, white papers, reports and thought leadership pieces.

The aim was to identify common themes that arose time and time again as contributing to a great place to work.

It is important to note that this was not a literature review in the traditional academic sense.

While the review was carried out methodically and rigorously, it was not a systematic review.

Equally, while many pieces of literature were based around research, not all of the literature reviewed had necessarily followed established research principles.

Nevertheless, common themes did emerge. These were tested in terms of importance to NHS in a short survey.

A complete list of literature reviewed is shown in Appendix 1.

The source data for the literature review was obtained through online searches as well as documents provided through contacts in the author's network.

Structure of the report

Key findings from the literature review are set out in Section 2.

The top 10 most commonly mentioned contributors to a great workplace are highlighted in Section 3.

Another 20 contributors that were mentioned several times are set out in Section 4.

The results of the survey of NHS Finance staff on what matters to them in determining whether their workplace is great is set out in section 5.

A summary and conclusion is set out in Section 6.

Next steps are set out in Section 7.

2. KEY FINDINGS

What is clear from the literature review is that there are many factors that contribute to a great workplace (over 100 were identified from this review) – see Appendix 2.

It was also apparent that there is no blueprint or checklist that can guarantee that employees will regard their workplace as being great.

In many ways what emerged from the literature review was that creating a great workplace is a continuous improvement process rather than being task and finish.

Behaviours appeared to matter at least as much as what was actually done.

The culture within the organisation and team was also a significant factor.

There were 10 factors that were mentioned more times than any other: recognition, listening, investment in training, clear goals and expectations, involvement, communication, opportunities to develop, respect, growing careers, trust. Each of these factors were mentioned between 23 and 35 times in the literature.

There were another 20 factors that were mentioned between 6 and 20 times. These were: autonomy, support, feedback, flexibility on how and when to work, teamwork, pay and conditions, empowerment, meaningful work, fairness, clear values which to live by, coaching, appreciation, workplace leadership, management credibility, integrity, honesty, collective leadership, challenging work, good work-life balance, pride.

Within the literature reviewed, the results of research that had been undertaken obviously reflected the position across an organisation rather than being Finance specific.

For that reason a short survey was set up to gauge which of the top 30 most mentioned items were most important to Finance staff in the NHS. Over 400 staff completed the survey.

The survey revealed some significant differences in terms of relative ranking of what matters most to NHS Finance staff in determining whether their workplace is great compared to the literature review.

There were many competing views as to the extent to which having engaged employees impacted on productivity and performance.

There were also different views on the extent to which having engaged employees impacted on the ability to attract and retain the best talent.

3. TOP 10 CONTRIBUTORS TO A GREAT PLACE TO WORK

In this section of the report the top 10 contributors to a great place to work are identified and summarised.

The top 10 were those factors which were mentioned most frequently in the literature review. The factors and number of times mentioned are set out below:

- Recognition (35 mentions)
- Listening (31 mentions)
- Investment in training (29 mentions)
- Clear goals and expectations (28 mentions)
- Involvement (28 mentions)
- Communication (28 mentions)
- Opportunities to develop (26 mentions)
- Respect (26 mentions)
- Growing careers (25 mentions)
- Trust (22 mentions)

Some further insight into each of the above is set out below.

RECOGNITION

Being recognised for the work that people do and the contribution they make was a theme that came up more than any other from the literature reviewed. What was clear was that there were many different approaches to recognition.

In their book *'The Carrot Principle'* Adrian Gostick and Chester Elton identified a short list of 125 recognition ideas.

In the NHS there is evidence that more and more organisations are making use of award ceremonies.

A Gallup Poll of 4 million workers found 65% of American had received no recognition in the workplace in the last year.

A recent ACCA survey found that recognition comes from multiple levels including direct manager, executives and peers.

In *'Planning to Become an Employer of Choice'* (Journal of Organisational Excellence, summer 2005) the importance of making new hires feel welcome and important was highlighted.

In an article *'Catching People Doing Things Right'* Derek Williams highlights that in our eagerness to progress and impress we forget about the power of recognition.

An analysis of 10,000 business units in 30 industries by Gallup identified that employees who receive regular recognition and praise:

- Increase their individual productivity
- Increase engagement among colleagues
- Are likely to stay with their organisation
- Receive higher loyalty and satisfaction scores from their customers
- Have better safety records and fewer accidents on the job

In the King's Fund report *'Developing Collective Leadership for Healthcare'* (May 2014) recognising staff contributions was identified as one of the ways leaders can help create the conditions for high staff engagement.

Listening

Listening to and acting on the ideas of employees was also identified as an important factor in a great workplace and also in terms of engagement.

The importance of the 'employee voice' was mentioned in several documents, including *'Engage for Success'* by McLeod and Clark and also an ACAS paper.

In NHS staff surveys having opportunities to voice ideas, be listened to, both about how they do their job and in decision making in their department, were seen as drivers behind successful engagement.

In a presentation on workforce resilience and wellbeing for high quality care (2012), Professor Michael West highlighted only 40% say employers listen to concerns about the working environment and only 36% say they can contribute towards improvement at work.

Investment in training

Investing in the training and development of people was mentioned 29 times in the literature review.

Several articles, including *'12 Attributes of a Truly Great Workplace'*, *'What Are the Characteristics of a Great Place to Work'* and *'Engaged Staff: What Do They Look Like and Why Do You Need Them?'* spoke about the importance of this area.

Clear goals and expectations

This was mentioned 28 times.

What arose from the literature was that, while it was important to set clear goals and expectations, it was also important that managers allowed some flexibility around how to meet them.

In some cases more of an entrepreneurial approach was being encouraged.

Involvement

The importance of involvement was mentioned 28 times.

The overall theme arising was that if you involve people, particularly in reaching significant decisions, you are more likely to get better engagement.

Xcel Energy, whose core goal is to innovate and improve, recognise that this could only be achieved by enlisting the help of their 10,000 employees. The results of improvements to systems, processes and working conditions are estimated to have equated to \$17 million savings opportunities.

Communication

Communication was a theme that was mentioned over and over again, being mentioned 28 times.

What was seen as important was that there was good, open and honest two-way communication.

It was also seen as important by some to tailor the communication to different types of staff.

In the *Healthcare Quarterly*; Volume 15 No 2: *'How Employee Engagement Matters For Hospital Performance'*, the senior management communications about what they were trying to achieve was viewed as an influence on engagement.

Opportunities to develop

Giving staff the opportunity to develop was a commonly mentioned issue in terms of engagement.

Michael West et al in a paper *'NHS Staff Management and Healthcare Quality Results From NHS Staff Survey and Related Data'* stated that where employees receive learning, training and development relevant to their jobs, the better the outcomes.

Development was also identified as being particularly important to Millennials in a PWC survey of 4,364 graduates between 2008 and 2011.

This was echoed in the *'Deloitte Millennial Survey 2015 Executive Summary'*.

Respect

Respect is one of the dimensions of the Great Place to Work Institute Model and was seen by many as an important contributor.

By nature, it had a wide range of meaning. Great Place to Work Institute define it in terms of leaders' support personally and professionally, collaborating on decisions and suggestions and caring about them as people.

It can also be viewed in terms of respecting differences between people and celebrating their uniqueness.

Growing careers

Support to grow and progress careers was the 9th most commonly mentioned item from the literature reviewed.

In Finance, where there are often real challenges in attracting and subsequently keeping good people, this may well be even more important.

The PWC and Deloitte Millennial Surveys of graduates highlighted that career progression was a big issue for millennials.

Their surveys suggest that this group is more likely to leave if their career aspirations cannot be met by their current employer.

Trust

Trust is one of the core pieces of the Great Place to Work Model.

The review of other literature reinforces that fact that this is an important area for engagement and how a workplace is viewed.

Behaviours of leaders, and in turn managers, were a factor in creating trust.

Hurley (2006) conducted work on the elements that allow us to trust. Premise was that there were multiple elements to consider, including a safety score and a certainty score.

Safety score includes elements like leaders' willingness to take risks, degree of optimism, leaders' influence, openness, willingness to express thoughts and feelings, degree to which leaders were concerned what the boss thinks.

Certainty score (structural analysis) includes elements like stakes, familiarity of situation, familiarity of others, degree of support, predictability of leader.

David Ashton and Johnny Sung suggest a culture of trust is a pre-condition of skills utilisation.

4. 20 OTHER CONTRIBUTORS TO A GREAT PLACE TO WORK

In this section of the report, 20 other contributors to a great place to work are identified and briefly discussed.

Autonomy

This was mentioned 20 times in the literature reviewed.

While described in different ways, what emerged is that employees valued having some degree of freedom.

Support

This was mentioned 17 times in the literature reviewed.

This again had wide ranging meaning. Support from their manager and from the organisation was deemed important.

In some organisations employees are actually supported to develop personal interests outside of work.

Challenging work

This was mentioned 17 times.

The view was that employees wanted to be doing work that stretched them and provided a sense of achievement when completed.

Some companies like Alexander Mann do this by getting people involved in projects.

Feedback

This was mentioned 16 times in the literature reviewed.

This was an area deemed important to millennials in particular.

Flexible on how and when work

This was mentioned 15 times.

There were 2 distinct strands. One related to how people actually did their work. The other related to when people did their work.

Teamwork

This was mentioned 15 times.

It was however a big recurrent theme in the NHS specific literature that was reviewed, particularly in terms of frontline patient delivery.

For example, in a research article '*Factors Affecting Staff Morale in Inpatient Mental Health Wards in England*' Totman et al highlighted that effective team-working and good relationships with colleagues were most highly valued positive influences on morale.

The Great Place to Work Institute also highlight that relationships between employees themselves were important.

Pay and conditions

This was mentioned 15 times in the literature reviewed.

The Advisory Board Company suggest that to earn the right to engage employees you need to be meeting at least a baseline performance.

In the working paper '*1/2015: Simply the Best Workplaces in Australia*' pay was seen as one of 14 key differentiators between good and excellent workplaces.

Empowerment

This was mentioned 14 times. In many ways it overlaps with some of the other themes of flexibility and autonomy.

General consensus from the literature reviewed was that if you empower people they will be more engaged and be more satisfied at work.

Meaningful work

This was mentioned 14 times.

It was clear that across the board people felt more connected and engaged if the work they did was meaningful and served a real purpose.

Ted Mathas, CEO of New York Life (Life Insurance), argued that profit is (or should be) an outcome of the pursuit of other, meaningful, goals.

Fairness

This was mentioned 13 times and is one of the components of the Great Places to Work Institute Model.

They view it as a level playing field where people are treated equitably and can voice their concerns.

Clear values which live by

This was mentioned 11 times.

What was apparent was that it required more than just having a set of values on a poster. They had to be reflected in day to day practices in the organisation and team.

Coaching

This was mentioned 10 times.

What was highlighted was that many employees (and millennials in particular) wanted the relationship with their manager to be more of a coaching or facilitative style rather than directive.

Appreciation

This was mentioned 10 times.

If employees felt that their work was appreciated and that managers demonstrated their appreciation it was likely to have a positive impact on the employee.

Workplace leadership

This was mentioned 9 times.

Some points were highlighted that the style and approach of the leaders directly impacted on how managers managed employees.

Management credibility

This was mentioned 8 times.

For managers to gain respect and trust they had to be credible.

It was suggested that the relationship with direct line managers was a big factor on whether employees stayed with an organisation.

Integrity

This was mentioned 7 times.

It was seen as an important behaviour in gaining trust.

Honesty

This was mentioned 7 times.

It was seen as being particularly important when communicating with staff, particularly in difficult times.

Collective leadership

This was mentioned 7 times and is a big area of focus for the King's Fund.

The essential idea is that leadership needs to be shared or distributed across a much wider group in the NHS rather than assuming it can be the responsibility of a few.

Good work-life balance

This was mentioned 6 times.

It was felt important that employees had the support to take care of things outside of work when they had to.

The phrase 'give and take' was used in some literature.

Pride

This was mentioned 6 times.

It encapsulated the feeling that people were proud to work for the organisation and would speak positively about it.

Also contributed to desire to be part of the success of the organisation.

5. SURVEY OF WHAT MATTERS TO NHS FINANCE STAFF IN TERMS OF DETERMINING WHETHER THEIR WORKPLACE IS GREAT

A survey was set up to determine which of the 30 contributors to a great place to work really mattered to NHS Finance staff.

Over 400 members of staff responded to the survey. The grade of staff ranged from Band 2 to Band 9. There were also some responses from those on senior managers' pay. Around 60% of respondents were in bands 2 to 7.

Top 10 contributors to great workplace in view of NHS Finance staff

The following were highlighted as top 10 very important factors in determining whether a workplace is great in the view of NHS Finance staff.

	NHS Finance Staff ranking	Literature review ranking
Honesty	1	26
Integrity	2	27
Good work-life balance	3	29
Being treated fairly	4	20
Support from boss	5	12
Being respected by manager and colleagues	6	8
Good two way open communication	7	6
Being listened to	8	2
Trusting leaders and managers	9	10
Being appreciated for work I do	10	23

What the survey demonstrated is that what NHS Finance staff see as important in determining whether their workplace is great differs from the general findings of the literature review.

Only 4 out of 10 top contributors appeared on both lists:

- Being respected by colleagues and managers
- Good open two way communication
 - Being listened to
 - Trusting leaders and managers.

NHS Finance staff ranking of 20 other contributors to a great workplace

The next 20 contributors to a great workplace in the view of NHS Finance along with a comparison of the literature review rankings is shown below:

	NHS Finance Staff ranking	Literature review ranking
Being recognised for work I do	11	1
Management credibility	12	25
Opportunities to grow and develop	13	7
Having clear goals and expectations	14	4
Pride in organisation I work for	15	30
Doing meaningful work	16	19
Flexibility on how and when I work	17	15
Team working	18	16
Investment in my training and development	19	3
Workplace leadership	20	24
Opportunity to grow career	21	9
Pay and conditions	22	17
Having clear values which organisation and team live by	23	21
Autonomy on how complete tasks	24	11
Being empowered	25	18
Being involved in making decisions	26	5
Challenging work	27	13
Feedback on my performance	28	14
Collective / distributed leadership	29	28
Receiving coaching from manager	30	22

Again, some significant differences were highlighted in terms of what matters to NHS Finance staff and what the literature review revealed, specifically:

- Opportunities to grow and develop careers and have investment in their training and development was significantly less important to NHS Finance staff than in the literature review results.
- Being involved in making decisions mattered much less to NHS Finance staff than it did in terms of the literature review.
- Pride in the organisation they work for and management credibility were significantly more important to NHS Finance staff.
 - Feedback and having clear goals and expectations were of less importance to NHS Finance staff.

6. SUMMARY AND CONCLUSION

From the literature reviewed it is clear that there is no universal definition of what would constitute a great place to work.

While the literature review identified 30 top contributors, the survey of over 400 NHS Finance staff revealed significant differences in relative priorities.

Behaviours appeared to carry much greater importance among NHS Finance staff.

What can be drawn from the review is that there are some common factors or contributors that could lead to an organisation being regarded a great place to work. These include things like:

- The culture
- The levels of engagement
- The behaviours
- The leadership and management
- Attitudes
- Styles of working

While Finance operates within a wider NHS organisation, there is clearly scope to have its own approach to ensuring it attracts, grows, develops, retains the best people, and is viewed as a great place to work.

Of course none of this can be achieved overnight. Each organisation will be starting from a different point.

Some will already be further along the track than others.

Getting clarity on where the organisation is right now will be a key starting point.

This will enable Finance teams to determine where they want to focus attention going forward.

As stated in the introduction, the work is best viewed as an ongoing, continuous improvement process rather than being a task and finish activity.

Demand for good quality Finance teams is not going to diminish within the NHS.

At the same time, attracting and retaining the best people in a competitive job market can be tough.

Making NHS Finance functions great places to work can only help in the quest to have the best people in Finance supporting, enabling and facilitating the delivery of high quality and safe care.

7. NEXT STEPS

The literature review and survey of NHS Finance staff has provided the basis of determining what contributes to whether staff view their workplace as great.

Pilot testing of resources 1 to 3 of the supporting framework was undertaken in the North West. Written feedback was received from three organisations: two acute foundation trusts and one mental health foundation trust.

The feedback was that the tool was helpful, very easy to complete and helped provide focus. Actions plans had been developed in line with what had been learned from the survey.

One suggested improvement was setting up the survey to allow the results to be filtered by team.

The process for roll out of this document, the supporting framework and guidance notes across the NHS Finance community will be agreed by the Delivery Group.

Appendices

- Appendix 1 : List of literature received
- Appendix 2 : Long list of contributors to a great place to work
- Appendix 3 : Top 10 contributors to a great place to work based on mentions
- Appendix 4 : 20 other contributors to a great place to work based on mentions
- Appendix 5 : Top 10 contributors to a great place to work based on NHS Finance staff survey ranking
- Appendix 6 : 20 other contributors to a great place to work based on NHS Finance staff ranking

Appendix 1

Literature Reviewed

1	Book: Managers Guide To Employee Engagement by Scott Carbonara
2	Bersin By Deloitte : Great Place To Work PDF www.bersin.com @josh_bersin
3	Great Places To Work: Assessment Scoping Guide India
4	Book : The Carrot Principle: Adrian Gostick and Chester Elton
5	Creating Best Workplace On Earth: Rob Goffee and Gareth Jones: HBR
6	The Advisory Board Company: 8 characteristics of an engaged workforce
7	What Is A Great Workplace? www.greatplacetowork.com
8	Working Paper 1/2015: Simply The Best Workplaces In Australia: Professor Daryll Hull, Faculty of Business and Economics: MACQUARIE University: Sydney, Australia
9	Planning To Become An Employer of Choice: Leigh Branham: Journal of Organisational Excellence Summer 2005
10	Article: What Employers Are Doing To Attract and Retain Employees- Becoming An Employer of Choice Kenneth E Clarke: Deloitte and Touche 2001 paper
11	Article: Powering Your Bottom Line Through Employee Engagement: Kimberley Schaufenbel
12	Forbes Article: 82% of Employees Don't Trust Bosses To Tell The Truth
13	Article: Catching People Doing Things Right: Derek Williams
14	Healthcare Quarterly: Vol 15 No 2: 2012: How Employee Engagement Matters For Hospital Performance: Graham Lowe
15	NHS Staff Management and Healthcare Quality: Results from NHS Staff Survey and Related Data: Michael West, Lancaster University Management School, Jeremy Dawson, Lul Admasachew, Anna Topakas The Work Foundation Aston Business School
16	Gallup Business Journal: The Power of Praise and Recognition by Tom Rath and Donald O Clifton: Excerpted From How Full Is Your Bucket
17	Article: 10 Reasons Why Employees Leave Their Job by Chris Sharp: April 2012
18	How Customers Can Rally Your Troops: Adam M Grant: Harvard Business Review: June 2011
19	Engaging People Is Good For Well Being and Bottom Line: The Times 2012
20	Millennials At Work : PwC Research Report
21	Deloitte Millennial Survey 2015 Executive Summary

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22	Engaging For Success: A Report To Government By David MacLeod and Nita Clarke
23	Presentation: Professor Michael West: Workforce Resilience and Well Being For High Quality Care 2012
24	Team Working and Effectiveness In Healthcare: Findings From Healthcare Team Effectiveness Project
24	The Kings Fund: Developing Collective Leadership for Healthcare : May 2014
25	Report: Better Leadership for Tomorrow: NHS Leadership Review: Lord Rose: June 2015
26	Research Management Review: Volume 20, Number 1 (2014): The Importance of Trust In Leadership by David L Mineo
27	Identifying A Great Place To Work: A Systems Framework: Mary E Henderson
28	The Good Work Commission: Provocation Paper 7: The Employment Relationship and The Quality of Work
29	The Good Work Commission: Provocation Paper 2: Engaged Staff: What Do They Look Like and Why Do You Want Them?
30	Talent Alignment Blog By The Clear Company: 5 Traits That Great Place To Work Employers Have (Published Jan 2015)
31	What Are The Characteristics Of The “Best Places To Work”: HR Affiliates
32	10 Traits Of The Best Places To Work: George Dearing April 2014
33	12 Attributes of A Truly Great Place To Work: Tony Schwartz: Harvard Business Review: September 2011
34	Research Paper ACAS: MacLeod and Clarke’s Concept of Employee Engagement: An Analysis Based On The Workplace Employment Relations Study: 08/14
35	White Paper: Is There A Crisis In Confidence In UK Leadership: Jon Cowell: Edgecumbe Consulting Group Ltd: April 2012
36	CIPD Podcast 6: Employee Engagement
37	CIPD Podcast 37: Employee Engagement
38	Great Expectations: Managing Generation Y: Institute of Leadership and Management and Ashridge Business School Report (2011)
39	Professional Manager Article October 2015: What Highly Engaged Staff Need From Their Manager – New Research
40	Employee Engagement: How Is It Nurtured Through Management Styles (CMI Website)

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41	Engagement for Sustainable Organisation Performance: CIPD Tool
42	Leading Culture Change Employee Engagement and Public Sector Transformation Policy Into Practice: November 2012: Public Sector People Managers' Association and CIPD
43	Managing for Sustainable Employee Engagement: Developing a Behavioural Framework: Research Insight CIPD and Affinity Health at Work
44	Future of Engagement: Thought Piece Collection: The Route To Engagement Is Worth The Slog: David Smith
45	Future of Engagement: Thought Piece Collection: Employee Engagement: How Is It Changing and What Drives It: Peter Cheese
46	Future of Engagement: Thought Piece Collection: Past, Present and Future Role Of Engagement In Modern Society: A public service perspective: Richard Crouch
47	Future of Engagement: Thought Piece Collection: Time to focus on employee voice as a prime antecedent of engagement: John Purcell
48	Future of Engagement: Thought Piece Collection: Conversational Practice: Martin Reddington
49	Future of Engagement: Thought Piece Collection: The Future Of Employee Surveys: Gary Cattermole
50	Future of Engagement: Thought Piece Collection: Is It Right To Expect Employees To Be Permanently Engaged: Linda Holbeche
51	Future of Engagement: Thought Piece Collection: What Is Employee Engagement and Does It Matter?: An Evidence-Based Approach: Rob B Briner
52	Future of Engagement: Thought Piece Collection: Are we now mature enough to ask the harder questions, the engage with what challenge: Paul Sparrow
53	The Future of Engagement: Thought Piece Collection: The Future of Research In Employee Engagement: Katie Truss
54	In Search of Better Workplaces 2015: CIPD and BIFM
55	Employee Engagement: Review of Current Thinking (2009): Gemma Robertson-Smith and Carl Markwick: Published by Institute of Employment Studies
56	Towers Watson: 2014 Global Workforce Study
57	What Drives Employee Engagement and Why It Matters: Dale Carnegie Training White Paper
58	Trends In Global Employee Engagement: AON Hewitt

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59	Deloitte Review 16: Becoming Irresistible: A New Model For Engagement: 2015
60	HBR: Achievers Report 2013
61	King's Fund: Staff Engagement: Six building blocks for harnessing the creativity and enthusiasm of NHS staff
62	HSJ Best Places To Work 2015: HSJ and NT supplement
63	White Paper: How To Make A Difference At Work: A Practical Guide To More Meaningful and Purposeful Workplaces: North Coast99
64	Report: North Coast 99 Winners Report 2015
65	The Decision to Trust: HBR: Robert F Hurley (from September 2006 issue)
66	Culture of Care Barometer: King's College London: Report to NHS England on the development and validation of an instrument to measure 'Culture of Care' in NHS Trusts: March 2015
67	What Makes A Top Hospital?: Dr Paul Robinson and Julian Tyndale-Biscoe: Part of the CHKS Thought Leadership Programme (Feb 2012)
68	Measuring and Assessing Culture In The NHS: Research Report: Produced for the National Co-ordinating Centre for the National Institute for Health Service Delivery and Organisation Programme (NCCSDO): June 2008.
69	Leading Cultures That Deliver High Quality Care: Michael West, The King's Fund, Lancaster University Management School
70	How Company Culture Shapes Employee Motivation: Lindsay McGregor and Neel Doshi: HBR 25 November 2015
71	Counting The Smiles: Morale and Motivation In the NHS: Research Summary: Belinda Finlayson: King's Fund: March 2002
72	Culture and Leadership In The NHS: The King's Fund 2014 Survey
73	Medical Engagement: A Journey Not An Event: The King's Fund: John Clark and Vijaya Nath: July 2014
74	Exploring the CQC's Well Led Domain: How can board's ensure a positive culture: Katy Stewart: The King's Fund
75	The Practice of System Leadership: Being Comfortable with Chaos: Nicholas Timmins: The King's Fund: May 2015
76	The state of health and social care in England 2014/15: CQC
77	State of care 2013/14: Easy Read :CQC

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78	Approaches to Staff Recognition: NHS Employers: Briefing 104: November 2015
79	Creating The Workplace of The Future: IMD Article: Professor Ginka Toegel
80	Why everyone does better when employees have a say in the workplace: London School of Economics Blog: Authors: William Lazonick: University of Massachusetts Centre of Industrial Competitiveness and Tony Huzzard: Lund University School of Economics and Management
81	Centre For Economic Performance: Discussion Paper 1363: July 2015: Does Worker Wellbeing Affect Workplace Performance: Alex Bryson, John Forth, and Lucy Stokes
82	People Insight Case Study: Cancer Research UK
83	People Insight Engagement Model Drivers
84	How To Create Confidence In Senior Leaders: Carolyn Nevitte: Marketing Director: People Insight: Article on HRZone website
85	How To Help Staff Love Your Strategy: Carolyn Nevitte: Marketing Director: People Insight: Article on HRZone website
86	What Is The Management Culture Like In The Most Engaging Organisations: Carolyn Nevitte: Marketing Director: People Insight: Article on HRZone website
87	Three Ways Best Employers Show Their People Are Valued: Carolyn Nevitte: Marketing Director: People Insight: Article on HRZone website
88	Where Has All The Trust Gone: CIPD Research Report 2012
89	Research Article: Factors Affecting Staff Morale In Inpatient Mental Health Wards In England: Totman et al: BMC Psychiatry 2011
90	Article: Just announcing cuts has big effect on staff engagement: Tina Kiefer: Warwick Business School
91	Cultural Characteristics of High and Low Performing Organisations: R. Manion et al, Centre for Health Economics, University of York
92	Forbes Article: How The Best Places To Work Are Nailing Employee Engagement: Sylvia Vorhauser-Smith
93	Culture and Channelling Corporate Behaviour: Appendix 3: Results of ACCA Member Survey

**Great Places To Work Core Characteristics Recurring Themes
Based on 93 Pieces Reviewed Including 3 books**

Characteristic	Mentions
Recognition	35
Listening	31
Investment in Training	29
Clear goals and expectations	28
Involvement	28
Communication	28
Opportunities to develop	26
Respect	26
Growing careers	25
Trust	22
Autonomy	20
Support	17
Feedback	16
Flexible on how and when work	15
Teamwork	16
Pay and conditions	15
Empower	14
Meaningful work	14
Fairness	13
Clear values which live by	11
Coaching	10
Appreciation	11
Workplace leadership	9
Management credibility	8
Integrity	7
Honesty	7
Collective leadership	7
Challenging work	7
Good work-life balance	6
Pride	6
Positive culture	5
Opinions matter	5
Open discussion	5
Diversity and differences nurtured	5
Learning	5
Reward	4
Having fun and enjoyment	4
Informed	4
Inspiring	4
Culture values employees	4
Resources to do job	4
Mentoring	4
Walk The Talk/Role Model	4
Opportunities to make improvement	4
Work in partnership	4
Strategic narrative (communication of strategy)	4
Demonstrate Commitment	3

Appendix 2

Nurture creativity	3
Physical (built) environment	3
Interest in others	3
Leaders Keep Learning	3
Camaraderie	3
Thanking	3
Relationship with managers	3
Value people	3
Accountability	3
Relationship with managers	3
Praise	2
Reciprocity	2
Speaking	2
Caring	2
Sharing	2
No stupid or inflexible rules	2
Magnify strengths	2
Engaging managers who facilitate	2
Humble	2
Work valued	2
Work environment	2
Influence	2
Encourage innovation	2
Deal with poor performance	2
Deal with intimidating behaviour	2
Reinforce	1
Loyalty	1
Hope	1
Control	1
Allow to shine	1
Recruitment	1
Celebrating	1
Hiring	1
Availability of manager	1
Making time for employees	1
Prompt response for more information	1
High road ethically	1
Rewarding work	1
Stretch assignments	1
Safety	1
Having a say	1
Passion	1
Accessible	1
Take care of new hires	1
Belonging to a team	1
Well structured appraisals	1
Flexible benefits	1
Efficient and effective organisation of work	1
Chance to shine	1
Transparency	1
Teach and embed core management competencies	1

Appendix 2

Security	1
Use of initiative	1
Share wealth	1
Healthier workplaces	1
Give a stake	1
Clear policies	1
Generosity of spirit	1
Work and job satisfaction	1
Purpose	1
Sense of achievement	1
The work I do matters	1
Work practices	1
HR practices	1
Time for slack	1
How job fits	1
Blame free	1
Persuasion	1
Resilience	1
Relationship with job	1
Relationship between employees	1

Appendix 3

Great Places To Work Core Characteristics Recurring Themes - Top 10

Characteristic	Mentions
Recognition	35
Listening	31
Investment in training	29
Clear goals and expectations	28
Involvement	28
Communication	28
Opportunities to develop	26
Respect	26
Growing careers	25
Trust	22

Appendix 4

Great Places To Work Core Characteristics Recurring Themes - 20 Other Top Mentions

Characteristic	Mentions
Autonomy	20
Support	17
Challenging work	17
Feedback	16
Flexible on how and when work	15
Teamwork	15
Pay and conditions	15
Empower	14
Meaningful work	14
Fairness	13
Clear values which live by	11
Coaching	10
Appreciation	10
Workplace leadership	9
Management credibility	8
Integrity	7
Honesty	7
Collective leadership	7
Good work-life balance	6
Pride	6

**Great Places To Work Core Characteristics - Top 10 based
on NHS Finance staff survey**

Characteristic	Very important
Honesty	65.51%
Integrity	64.11%
Good work-life balance	63.77%
Being treated fairly	62.19%
Support from boss	59.55%
Being respected by manager and colleagues	57.92%
Good open two way communication	57.32%
Being listened to	56.19%
Trusting leaders and managers	56.19%
Being appreciated for the work I do	51.49%

**20 other contributors to a great place to work based on
NHS Finance staff rankings**

Characteristic	Very important
Being recognised for the work I do	49.88%
Management credibility	47.77%
Opportunities to grow and develop	46.40%
Having clear goals and expectations	46.04%
Pride in the organisation I work for	44.91%
Doing meaningful work	44.80%
Flexibility on how and when I do work	41.83%
Team working	40.05%
Investment in my training and development	38.71%
Workplace leadership	38.71%
Opportunity to grow my career	37.62%
Pay and conditions	35.89%
Having clear values which organisation and team live by	34.16%
Autonomy on how I complete tasks	33.17%
Being empowered	31.75%
Being involved in making decisions	31.68%
Challenging work	26.87%
Feedback on my performance on a regular basis	26.05%
Collective / distributed leadership	25.19%
Receiving coaching from my manager	19.31%