

Staff feedback survey and response

Standard operating procedure (SOP) | WRK-SOP-007

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Replaces	None (new document)
Standards and criteria supported	Standard 2E, criterion 2E.6
Evidence basis	E-006, E-009
Status of this document	Recommended best-practice model. A hospital may adopt, adapt or replace it with an equivalent that meets the same criteria.

At a glance: what to do

1. Run a staff feedback survey on WRK-FRM-004 at least once a year.
2. Share the results with all staff within 3 months.
3. Agree at least one action from the results, with an owner and a date.
4. Report the actions back to staff.

Stop and get help straight away if: no staff feedback has been gathered in the last 12 months.

1. Purpose

To hear what staff think about working in the organisation, and to act on it in a visible way [EC].

2. Scope

Applies to	All workforce members
Locations	All services
When	Yearly survey, results within 3 months, actions reported quarterly
Does not apply to	Individual complaints, which follow WRK-SOP-005

3. Definitions and abbreviations

Term	Meaning in this SOP
Survey	A standard questionnaire given to all staff, anonymous unless the person chooses otherwise
Action	A specific change agreed in response to results, with an owner and a date

4. Background and rationale

Staff who see that feedback leads to change are more likely to give it. Anonymous surveys with visible action give the most honest results.

5. Responsibilities

Role	Duties in this SOP	Competence needed
Human resources lead	Runs the survey and analyses results	HR and analysis
Chief executive	Receives the results and agrees the actions	Executive
Service managers	Own and report the actions for their teams	Management

6. Equipment, materials and resources

Item	Specification or standard	Check before use
Staff feedback survey template (WRK-FRM-004)	Current	Reviewed each year

7. Safety and infection prevention

- Anonymity is kept. Results are reported only for groups of at least 5 people.

8. Before you start

- Confirm the survey template and the reporting groups are agreed.

9. Procedure

Follow the steps in order. Where a step says "If", take the action for the case that applies. Do not skip a step. If a step cannot be done, use section 11 and section 12.

Step	Action	How to do it	Key point
1	Run the survey.	- Issue WRK-FRM-004 to every staff member. - Keep it open for at least 2 weeks.	Every staff member has the same chance to respond.
2	Analyse.	- Summarise results by theme and by team, for groups of 5 or more. - Highlight the three most important issues.	Analysis is short and clear.
3	Share results.	- Share the summary with all staff within 3 months. - Explain what will change and what will not, with reasons.	Sharing results is required, not optional.
4	Act and report back.	- Agree actions with owners and dates. - Report progress to staff each quarter.	Action visible to staff is the test of this process.

Decision points

- If results show a serious safety or wellbeing issue, it is passed to WRK-POL-003 at once, not held for the annual report.

10. Special situations

Situation	What to do
Low response rate	Repeat the survey within the year and explain what was done to raise response.

11. Problems and escalation

- Results showing a serious concern are reported to the chief executive within 2 weeks.

12. Monitoring and compliance

What is checked	Target	How often	Who	If the target is missed
Survey run in the last 12 months	100%	Yearly	Human resources lead	Escalate to chief executive
Results shared within 3 months	100%	Each survey	Human resources lead	Escalate to chief executive
Actions with owner and date	100%	Quarterly	Service managers	Escalate to chief executive

13. Records

Record	Where it is kept	Kept for
Completed surveys (anonymous)	HR files	3 years
Action plan from results	HR files	Employment plus 6 years

14. Training and competence

- Managers are briefed on how to present results and agree actions.

15. Related documents

ID	Title	Relationship
WRK-FRM-004	Staff feedback survey template	Survey used in step 1
WRK-SOP-005	Staff grievance and investigation procedure	Individual concerns

16. Evidence

ID	Source and status
E-006	ASF Policy Framework v1.2. Adapted.
E-009	ASF Expert Committee consensus.

EC = ASF Expert Committee consensus. Items marked EC are reviewed by the Committee each year.

17. Change history

Version	Date	What changed	Approver and signature
1.0	{{document.effective_date}}	First version	Pending Expert Committee approval