



# Evaluating Reward

Reward, in its broadest sense, includes all the things that attract, retain and motivate people to work in the NHS. NHS organisations offer a range of rewards and benefits, but how can you demonstrate whether these have created the intended impact?

## A successful evaluation will help you to:

- understand how effective your reward activities are
- measure your return on investment
- test and refine your activities
- adjust your activities to ensure maximum impact
- better communicate your activities
- demonstrate the value of your work
- identify and replicate good practice.

## How do you know you are making a difference?

It's important to ensure that your reward offer is right for your workforce and is making the difference you want it to make. Evaluating and reviewing your reward offer provides the opportunity to analyse existing benefits, canvass for staff opinions on what benefits they value and which new benefits they would like to see introduced. This will demonstrate your investment in staff, positively affect employee engagement and help to meet your organisational priorities, such as retention.

There are lots of ways to collect the information you will need to evaluate your reward activities. Here are a few examples and ideas of activities you could use:

- Test the desirability of rewards with a small cross section of the workforce or through surveys. Gather feedback from staff via:
  - focus groups or listening exercises
  - benefits roadshows
  - benefit champions.
- Pilot potential benefits with staff to see how they respond to them.
- Look at data from your benefit platform to assess the levels of take up and any profit or savings generated.
- Analyse your existing benefits to understand which are being accessed.
- Engage with managers and local trade union representatives to seek feedback.

These activities will help feed into your evaluation plan.

In order to evaluate your reward activities robustly, it's important to build it into your overall strategic approach from the beginning.

Our [reward strategy toolkit](#) will support you to plan, develop and implement a reward strategy.





When you are starting to plan your evaluation, you should think about the following steps:

## 1 Step 1: include what you set out to achieve

The objectives you aim to achieve should be set out clearly in your plan. For example, you may want to increase awareness of your reward offer among staff with a communications campaign.

## 2 Step 2: create an evaluation plan

- **Identify your target audience**
  - Who do you want to engage with?
  - Why do you want to engage this audience?
- **Identify tasks and activities**
  - Include all tasks such as any materials produced or events arranged.
- **Define the performance measures**
  - Which activities will you undertake? For example, focus groups or events.
  - What impact will you see on awareness or understanding? For example, how many employees are aware of a new benefit.
  - How many staff have you engaged with? This could be through events, focus groups or surveys.
  - How will you know if you have changed behaviours? For example, you may see an increase in staff enquiring about or accessing benefits.
- **Gather your evidence**
  - Consider where from and how you will gather your evidence. There are many examples of ideas and activities you can do above.
- **Identify any risks and constraints**
  - This may be any associated costs, data which may be difficult to get or time constraints.



## 3 Step 3: collect evidence as defined in your plan so that you can measure the impact

- **Collect quantitative and qualitative data**
  - The qualitative information may be feedback from staff.
  - The quantitative information could be taken from how many people have attended your events or viewed the reward section of your intranet.
- **Link into the data your organisation already collects or can easily access**
  - Speak with your communications team to understand what data is already collected. They will be able to provide you with web hits and social media statistics. There may be opportunities to seek feedback during other communications that are sent out.
  - Collect data as you go along and make the most of all opportunities. You could think about how you benchmark information. For example, ask staff what they think at the beginning of an event and again at the end to see how their views or understanding has changed.

## 4 Step 4: analyse the data and evidence collected

Once you have gathered your data and evidence you will need to explore to what extent you have met your objectives.

## 5 Step 5: share your findings with others

Plan who you need to share your findings with, for example with your senior team, trade union representatives, communications team and staff. This will demonstrate how their input and feedback has helped to influence change and make improvements. You can use information from your evaluation to support any communication messages.

Use the template evaluation plan below to evaluate reward activities and consider your next steps based on the evidence you have collected. It is essential that you continually evaluate your activities.



For more information please visit our [reward web pages](#). Tell us what you think about our products and resources, email [reward@nhsemployers.org](mailto:reward@nhsemployers.org)

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# Evaluation plan

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## Objectives

## Audience

# Evaluation plan

## Activities

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## Evidence

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# Evaluation plan

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## Risks and constraints

## Performance measures

# Evaluation plan

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## How you plan to use the findings