

Report To: Policy and Resources Committee **Date:** 17 May 2016

Report By: Head of Organisational Development, Human Resources & Communications **Report No:** HR/09/16/AW

Contact Officer: Allan Wilson **Contact No:** 01475 715275

Subject: Employee Opinion Survey – 2015

1.0 PURPOSE

- 1.1 The purpose of this report is to advise Committee of the results of the latest 3 yearly Council wide Employee Opinion Survey carried out in November 2015.

2.0 SUMMARY

- 2.1 A Council wide Employee Opinion Survey is carried out every three years; this latest edition was carried out with the support of Lowland Market Research who are recognised as specialists in the field.

- 2.2 The Employee Opinion Survey results present the Council in a good light. While comparison with other Councils is not possible in any detail it is, however, fair to comment that the survey results place Inverclyde amongst the best performing employers. Analysis of the responses to questions in 2012 compared to 2015 shows:

- Improvement (+) 84 %
- Decrease (-) 12%
- As is (=) 3%

- 2.3 As you would expect there are areas where particular attention should be paid to with a view to encouraging improvement. Where there is room for such improvement there exists scope to cover these areas via the Organisational Development Strategy for 2016-2019, which will also be supported by the newly established workforce planning and development group which will meet quarterly. This group provides the ideal platform to take forward such issues.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee recognise the positive nature of the Employee Opinion Survey and agree to focus now on maintaining this position and to cover areas where there is room for further development by including them as matters for further consideration in the Organisational Development Strategy for 2016-2019.
- 3.2 It is recommended that the Committee note that the Employee Opinion Survey results will be issued to Council employees via an ICON message from the Chief Executive – ensuring that the communication find its way to notice boards and the like for non PC users

- 3.3 It is recommended that the Committee note the improvement plan outlined in section 5.3 to address the key actions of the survey, including feedback to employees on progress of the plan.

Steven McNab
Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

4.1 The Council undertakes Employee Surveys, on a three year cycle basis, to gain feedback on our performance as a (good) employer. This enables us to measure employee satisfaction, the effects of change within the organisation, and to compare employee responses over time, with a view to continually improving. The survey is developed in conjunction with Lowland Market Research who are recognised specialists in the field.

4.2 The survey is developed to ensure that it covers a good cross section of key issues for employees across the Council, as well as certain areas the Council welcomes feedback on, and that it can be compared with the 2012 edition. The scope of the survey therefore, was to measure the effects of organisational change and how the Council's aspiration to be seen as a good employer measures up, by gaining feedback on:

- The Council as my employer (including work life balance new to 2015)
- Me and My job
- My performance, development and recognition (including eLearning new to 2015)
- My working environment and wellbeing at work
- Supporting Attendance (new to 2015)
- Communication across the Council
- My supervisor/manager and me
- Senior Managers

4.3 The Employee Survey was launched on 30th November 2015 and every Council employee was given the opportunity to complete a questionnaire. Employees who are desk based and have access to a PC were sent a link to enable them to complete the questionnaire online. Employees who are not desk based were sent a hard copy of the questionnaire to their home address. A number of interventions were made to increase the response rate:

- The closing date for employees completing the online survey was extended
- Regular reminders were sent to all employees requesting that they complete the survey

4.4 26% of employees (1053) responded to the questionnaire. Employees responded as follows:

- Postal survey questionnaire (212)
- On-line Survey Monkey Questionnaire (841)

Lowland Market Research advised that response rates for employee surveys generally range from 25% to 40%. Our response rate of 26% although down from the previous survey of 32%, still provides us with a good number of quality responses and is comparable with most other councils employee survey response rates.

4.5 A number of very positive results have emerged from the survey, for example:

- Response across the board showed improvement since last survey with 84% showing an upward trend
- I understand how my work contributes to achieving the Council's aims and objectives – 89 % in agreement
- I have a clear understanding of the purpose of my job – 93% in agreement
- My work gives me a sense of personal achievement – 83% in agreement
- Morale is good within my team – 56 % in agreement
- I have the skills and knowledge I need to do my job – 91% in agreement
- I am satisfied with Health and Safety precautions – 87% in agreement
- My supervisor / manager is approachable – 93% in agreement

4.6 As you would expect from such a survey there are also a number of areas where particular improvements can be realised, for example:

- Responses to questions showed a downward trend since last survey in only 12 % of cases
- I am aware of the Council's Corporate Statement / Single Outcome Agreement – 48%/49% respectively in disagreement
- Morale is good within my team – 44% disagree
- I receive regular recognition or praise for doing good work – 42% disagree (although this figure should be qualified as 70% of employees responded positively to another question – “My supervisor /manager lets me know when I have done a good job”)
- I experience personal harassment in the form of offensive language or behaviour from customers – 29% in agreement
- Communication is good between teams in my directorate – 44% disagree
- Senior Managers are interested in staff's opinions – 42% disagree
- My current workload is excessive – 56% agree
- Communication with non PC users – as demonstrated by survey returns

5.0 PROPOSALS

5.1 It is proposed to recognise that the results of the Employee Survey are good and to continue to encourage employees by the continuation of, amongst other things, good people management measures as per the Organisational Development Strategy 2016-2019, currently being finalised following extensive stakeholder involvement.

5.2 It is proposed to cover the areas identified for particular improvement by including them as matters for further consideration in the Organisational Development Strategy 2016-2019. The strategy is at the development stage and will be supported by the new workforce planning and development group, which will meet quarterly.

5.3 The table below highlights the main areas identified for particular improvement and outlines the key actions proposed.

Survey Outcome	Proposed Action
I am aware of the Council's Corporate Statement / Single Outcome Agreement – 48%/49% respectively in disagreement	Action via performance appraisal, that is a combination of re-issuing supporting documents, which include summary of corporate goals and objectives and via the actual appraisal interview – also include in induction check list for new employees
Morale is good within my team – 44% disagree	Recognise that the current economic climate influences and assist by continuing with open and transparent communication channels and introducing good people management initiatives via OD strategy
I receive regular recognition or praise for doing good work – 42% disagree	Encourage managers to be more forthcoming via performance appraisal and managers undertaking relevant eLearning courses as further training and development

I experience personal harassment in the form of offensive language or behaviour from customers – 29% in agreement	Ensure we encourage reporting of such incidents and follow risk assessments, and ensuring front line employees fully aware of health and safety at work promotions and that managers follow these guidelines seeking assistance from health and safety as required
Communication is good between teams in my directorate – 44% disagree	Promote value of team meetings and cascading of information particularly between services
Senior Managers are interested in staff's opinions – 42% disagree	Promote value of encouraging opinions and importantly providing feedback and generally encourage senior managers to further develop communication channels. In addition encourage further training and development for managers across the council with a focus on communication
My current workload is excessive – 56% agree	Manage by OD/HR advisers visiting local team meetings with a view to encouraging managers to recognise and to introduce checks and balances with a view to addressing to best of ability – in summary communication important as is setting priorities
Communication with non PC users	As demonstrated by survey returns received, manage by further developing use of portable technology in the shape of for example hand held devices and moving towards having more home e-mail addresses to hand

It is considered that the implementation of the above actions will assist in addressing the key areas for improvement. As included in 5.2 these actions will be progressed and monitored via the Organisational Development strategy 2016-2019 and the new workforce planning and development group in particular.

- 5.4 The Employee Opinion Survey results will be issued to Council employees via an ICON message from the Chief Executive – ensuring that the communication finds its way to notice boards and the like for non PC users. In addition feedback will be provided to employees from the workforce planning and development group regarding the measures taken to improve those covered in para' 5.3 above.

6.0 IMPLICATIONS

6.1 Finance

There are no financial implications as the budget has been allocated from the Workforce Development Fund.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

6.2 Legal

N/A

6.3 Human Resources

Areas for improvement will be taken forward areas via the Organisational Development Strategy for 2016 -2019, which will also be supported by, the newly established workforce planning and development group which will meet quarterly. This group provides the ideal platform to take forward such issues.

6.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.5 Repopulation

N/A

7.0 CONSULTATION

7.1 N/A

8.0 LIST OF BACKGROUND PAPERS

8.1 none