Employee Survey 2017 – Results Summary

What did you tell us? …..Employee Survey 2017

Introduction

By Roddy Burns, Chief Executive

I am pleased to present you with the results of the 2017 Employee Survey. I am encouraged that a higher number of people responded to the survey this year compared to previous years and the Corporate Management Team and I are grateful to those of you who participated. These results are valuable in enabling us to understand what you are feeling and thinking about your work, and where we need to improve to make things even better for you.

I am pleased to see that there are positive responses from you in relation to you enjoying your job, being clear on your duties and responsibilities and having an awareness of the challenges that face the Council over the next few years. Encouragingly, almost everyone is clear on what is acceptable and unacceptable behaviour demonstrating a shared understanding of what is expected.

You have also told us that there are a number of areas where progress is needed, and as with the 2015 survey we will commit to an Action Plan based around the Employee Engagement and Workforce Culture Plan to develop a more positive, open and honest working environment for all.

As I said following the 2015 survey, we continue to face challenges ahead, having to do more with less, cope with change and face economic restraint. I remain strong in my belief that you, as part of our workforce, are crucial as we move forward through continued periods of uncertainty. The results of the survey demonstrate that this will be a shared journey with commitment to maintain the delivery of high quality services within Moray.

Roddy Burns
Chief Executive

In June 2017, The Moray Council undertook an organisation-wide survey of employees.

All employees within the organisation were given the opportunity to complete a survey, either via a postal questionnaire or online and 1,959 responses were received, giving an overall response rate of 42%.

Responses by Department and Service

Table 1: Survey response level by Department and Service

Department, Service & Section	Returns	Confidence Interval	Response Rate
Chief Executives	33	+/-9.41%	70.2%
CORPORATE SERVICES	206	+/-3.96%	66.5%
HR and ICT (Corporate Services)	85	+/-4.47%	82.5%
Financial Services & DBS (Corporate Services)	52	+/-6.8%	75.4%
Legal & Democratic (inc Customer Services & Tax & Benefits - Corporate Services)	69	+/-8.37%	50.0%
ENVIRONMENTAL SERVICES	618	+/-2.95%	44.1%
Development Services (inc. Museums)	56	+/-9.08%	52.3%
Catering (Direct Services)	97	+/-7.58%	42.2%
Cleaning & Facilities (Direct Services)	86	+/-8.79%	31.0%
Lands & Parks (Direct Services)	54	+/-7.65%	67.5%
Waste (Direct Services)	73	+/-7.47%	57.9%
Roads / Fleet Services (Direct Services)	72	+/-7.71%	55.8%
Transportation and Consultancy (Direct Services)	33	+/-14.81%	25.2%
Housing & Property	147	+/-5.97%	45.7%
EDUCATION AND SOCIAL CARE	1045	+/-2.43%	35.8%
Teachers (Schools and Curriculum Development)	349	+/-4.25%	34.4%
Support Staff inc. HQ (Schools and Curriculum Development)	210	+/-5.71%	28.8%
Community Care (Provider Services - Care at Home staff only)	103	+/-8.21%	27.8%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	69	+/-9.21%	39.4%
Community Care (OT, Social Work Services and Performance & Commissioning)	95	+/-7.4%	46.1%
Integrated Children's Services (Professional posts)	67	+/-7.52%	60.9%
Integrated Children's Services (Support staff)	61	+/-9.38%	44.5%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	48	+/-10.63%	44.0%
Libraries (Lifelong Learning, Culture and Sport)	43	+/-9.35%	61.4%
OTHER			
Not Stated	57	n/a	n/a
Total	**1959**	+/-1.7%	**41.9%**

Highest Scoring Questions

| 97% | It is clear to me what is acceptable and unacceptable behaviour in the workplace |

| 89% | I enjoy the work I do |

| 88% | I am clear what my duties and responsibilities are |

| 82% | I am aware of the challenges that face the Council over the next few years |

| 82% | I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment |

Lowest Scoring Questions

| 23% | I believe Elected Members provide leadership for the Council |

| 36% | I know what Elected Members do |

| 36% | I believe that the Council will take action to address issues arising from the survey |

| 46% | Communications from the Council are open and honest |

| 46% | Overall, I am satisfied with the leadership and direction I receive |

| 46% | I believe that senior management have a clear vision of where the organisation is going |

Year on Year Trends

There are a number of indicators in the 2017 questionnaire that have been kept the same as previous years to allow for year-on-year comparisons.

Table 2: Year on Year Comparison on selected indicators

	2017	2015	2013	2011	%change since 2015
I am kept well informed about what is happening within my team	66%	65%	60%	69%	+1%
I am clear about what my duties and responsibilities are	88%	87%	87%	88%	+1%
I can see how my job links to the Council's objectives and priorities	55%	45%	47%	57%	+10%
The training and development I receive helps me to do my job better	63%	65%	49%	58%	-2%

Key Findings

Table 3: Key Findings across all survey themes

Key Improvements	2017 % agreeing with statement	2015 % agreeing with statement	% change since 2015
I have had a development activity/session in the last 12 months (this might be an ERDP, PR&D, professional supervision or appraisal)	73%	57%	16%
I can see how my job links to the Council's objectives and priorities	55%	45%	10%
My workload is generally manageable	68%	59%	9%
I believe the Council is committed to developing a more positive workforce culture	67%	61%	6%
I take pride in working for the Council	75%	70%	5%
I trust my line manager/supervisor to communicate openly and honestly with me	73%	68%	5%
Areas of Sustained Performance			
I enjoy the work I do	89%	89%	no change
I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment	82%	82%	no change
I feel respected by my colleagues	81%	81%	no change
Communication in my team is open and honest	67%	67%	no change
Areas for Development			
I know what Elected Members do	36%	55%	-19%
I believe Elected Members provide leadership for the Council	23%	27%	-4%
I believe senior management have a clear vision of where the organisation is going	46%	49%	-3%
I believe that the Council will take action to address issues arising from the survey	36%	39%	-3%
I get the training and development I need to do my job effectively	59%	62%	-3%
I have a choice in deciding what I do at work	48%	51%	-3%

Summary Index

The following chart presents the overall scores for each theme. The scores are calculated by taking the average percentage positive score (i.e. agreement) for each of the statements.

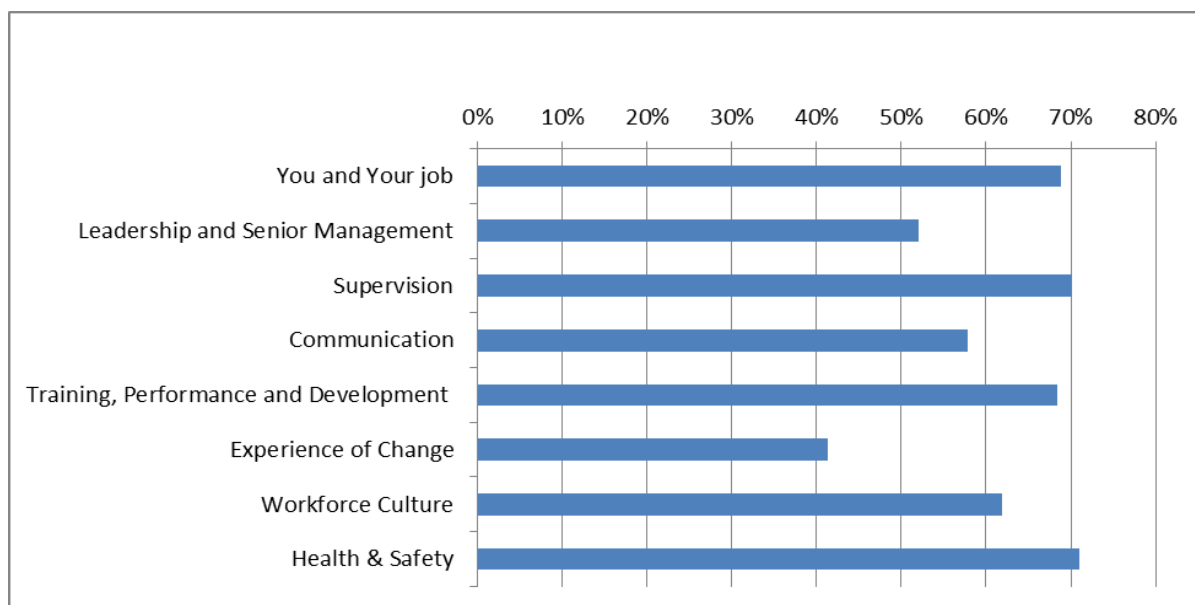**Figure 1: Summary index scores by each employment-related theme**

Table 4: Summary Scores by survey theme (by department)

	Chief Executives	Corporate Services	Environ-mental Services	Education & Social Care	Moray Council (Average)	%age Change since 2015
You and your job	77%	72%	71%	67%	69%	+2%
Leadership and Senior Management	68%	64%	51%	51%	52%	+6%
Supervision	77%	72%	67%	71%	70%	+2%
Communication	77%	69%	58%	57%	58%	no change
Training, Performance and Development	59%	69%	63%	72%	68%	+2%
Experience of change*	55%	48%	41%	50%	44%	+8%
Workforce Culture	81%	76%	71%	72%	72%	+8%
Health & Safety	71%	71%	73%	70%	71%	n/a

Overall Job Satisfaction

- More than two in three employees are satisfied with their present job (69%)

- Job satisfaction levels have positively increased by 2% compared to 2015.

Figure 2: Job satisfaction: Percentage agreement
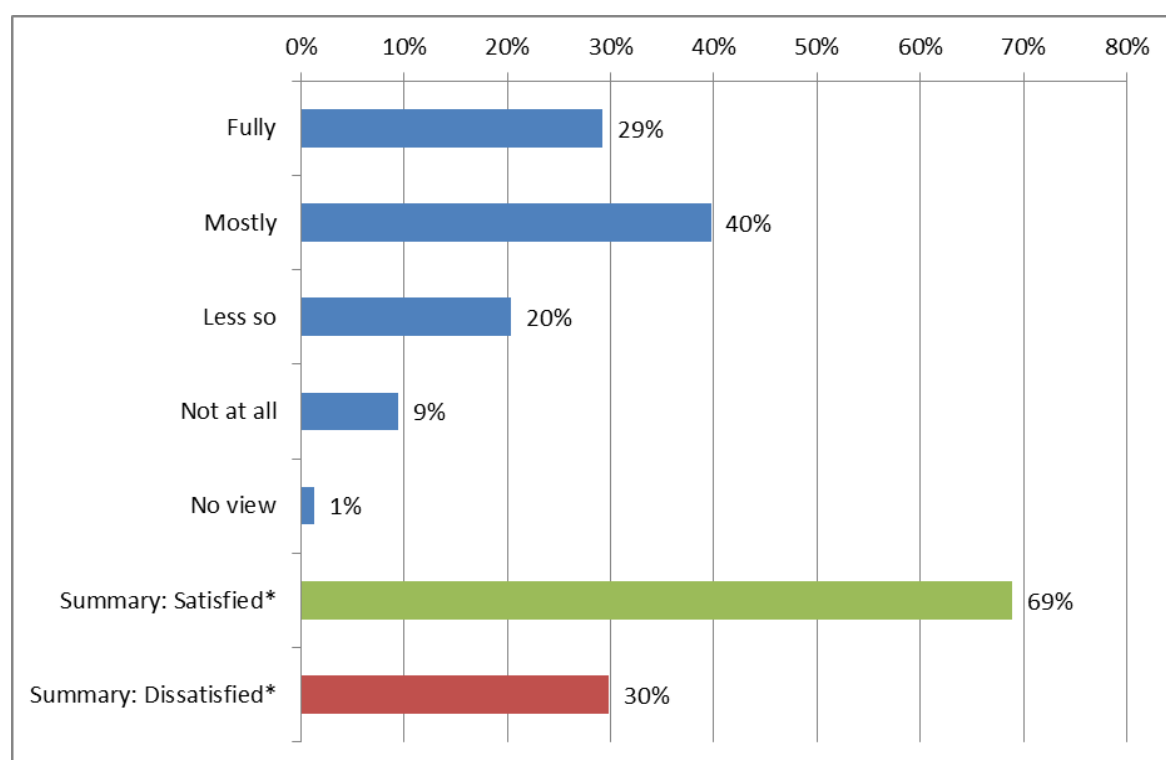
Percentage does not include those with "no view"

- Satisfaction levels vary by department as shown below with Education and Social Care being the least satisfied compared to the Council average and demonstrating no change since 2015.

- Employees within Environmental Services have had the most positive increase across all departments since 2015, with satisfaction levels now at 71% which is above the Council average of 69%.

**Table 5: Summary of overall job satisfaction (by department)**

Department	Satisfaction	Dis-satisfaction	Net Balance	No. of respondents (un-weighted base)	Percentage change in satisfaction since 2015
Chief Executive's	77%	22%	**55%**	33	-2%
Corporate Services	72%	27%	**45%**	206	2%
Environmental Services	71%	27%	**43%**	618	6%
Education and Social Care	67%	32%	**36%**	1045	no change
AVERAGE	**69%**	**30%**	**39%**	**1902**	

Please note that employees also had the option of having "No View" which accounts for the small percentage difference between satisfaction and dis-satisfaction levels.

You and Your Job

- Nearly nine out of ten employees say they enjoy the work they do (89%), eight out of ten feel motivated and willing to go the extra mile (81%) and more than seven out of ten take pride in working for the Council (75%).

- Since the 2015 survey, there have been a number of positive improvements, most significantly taking pride in working for the Council (70% to 75%) and feeling motivated to do a good job and go the 'extra mile' when required (79% to 81%)

Figure 3: Views of You and Your Job
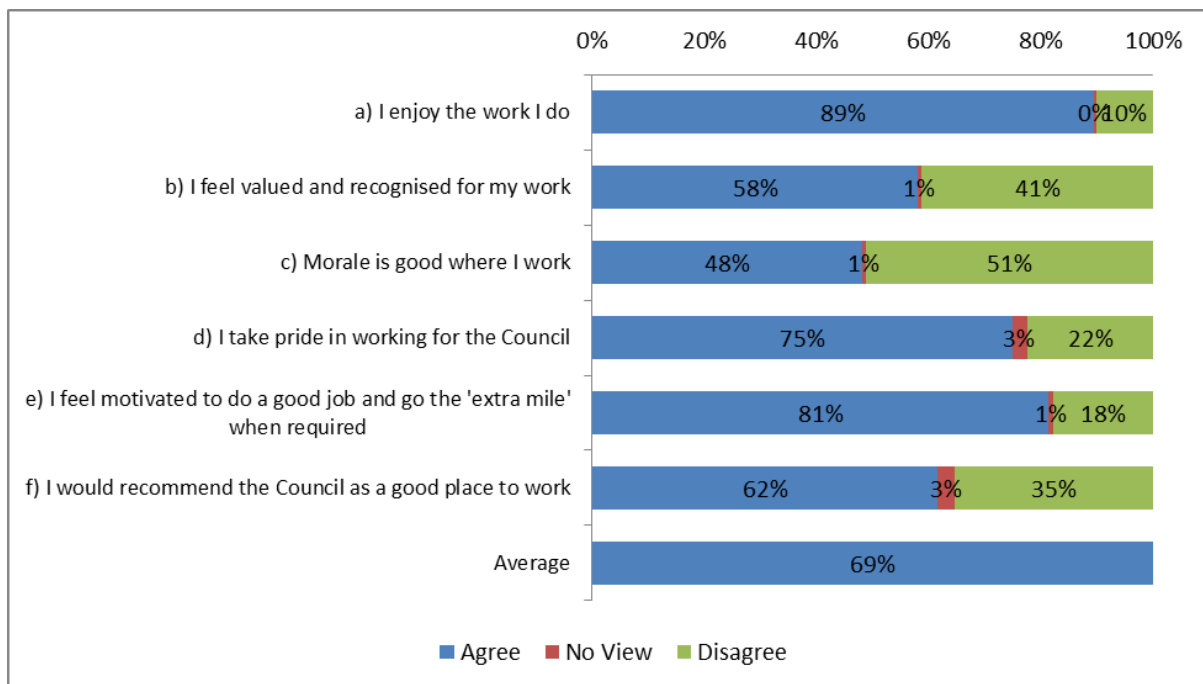
Leadership and Senior Management

This particular section explores the views of senior management, being Corporate Directors, their management teams and elected members (councillors). It looks to explore such concepts as leadership, direction, vision, objectives and understanding of their role.

- Around half of employees believe that senior management demonstrate leadership for their service and department (50%), that they have a clear vision of where the organisation is going (46%) and that they are satisfied with the overall leadership and direction they receive (46%)

- There has been a significant decrease in employees understanding the role of elected members (55% to 36%) and believing that elected members provide leadership for the Council (27% to 23%) when compared to 2015

- More than half of employees can see how their job links to the Council's objectives and priorities (55%).
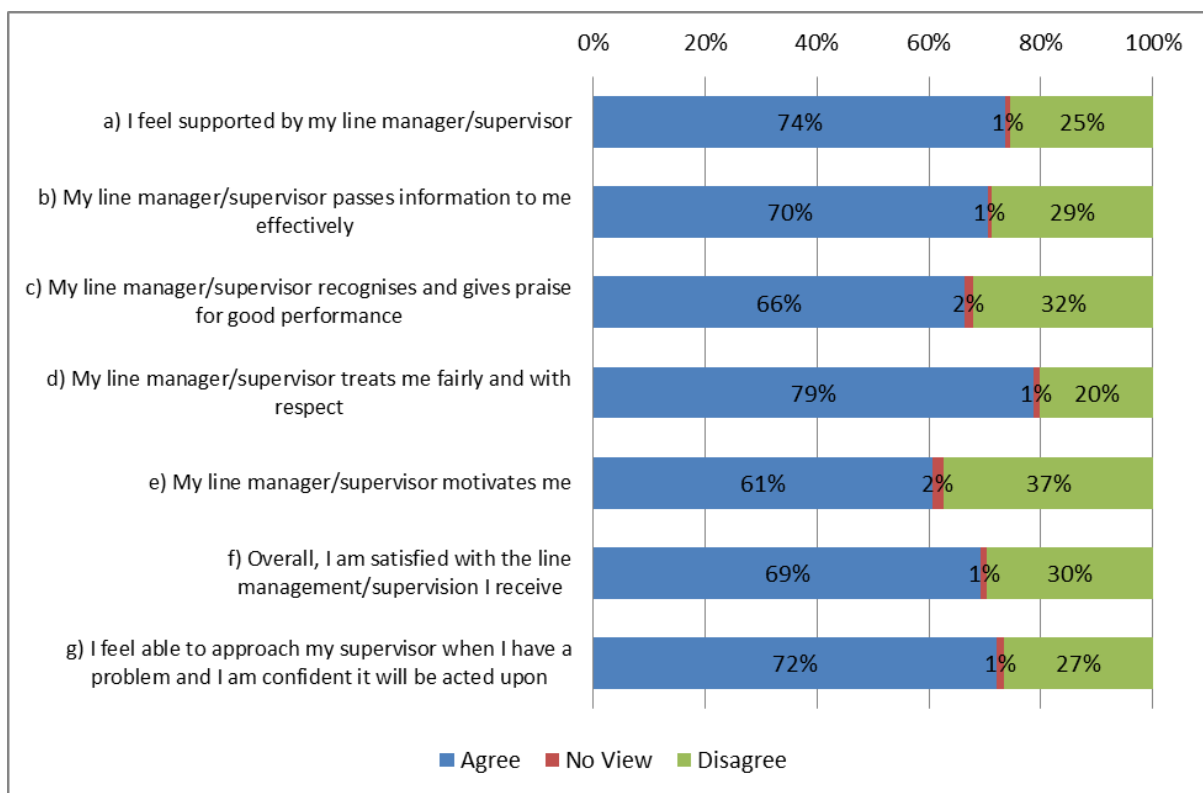
Figure 4: Views of Senior Management
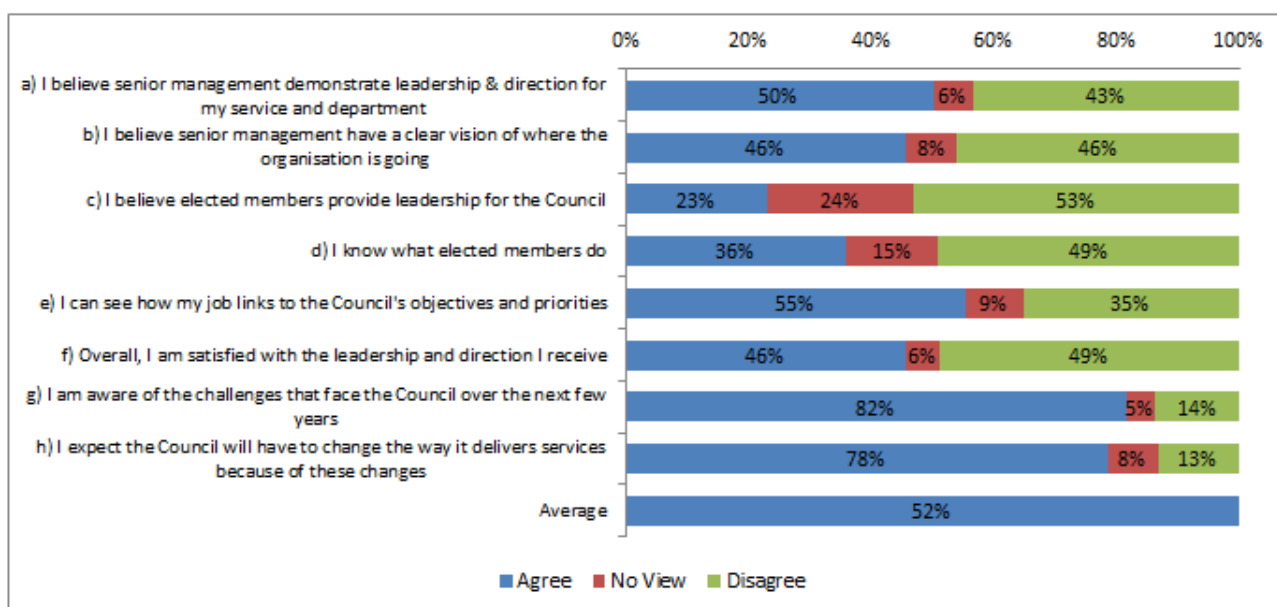
Supervision

- Around three out of four employees agree that they feel supported by their line manager/supervisor, are passed information effectively and are treated fairly and with respect.

- Nearly seven in ten employees are satisfied with the line management they receive (69%).

Figure 5: Views of Supervision

	Agree	No View	Disagree
a) I feel supported by my line manager/supervisor	74%	1%	25%
b) My line manager/supervisor passes information to me effectively	70%	1%	29%
c) My line manager/supervisor recognises and gives praise for good performance	66%	2%	32%
d) My line manager/supervisor treats me fairly and with respect	79%	1%	20%
e) My line manager/supervisor motivates me	61%	2%	37%
f) Overall, I am satisfied with the line management/supervision I receive	69%	1%	30%
g) I feel able to approach my supervisor when I have a problem and I am confident it will be acted upon	72%	1%	27%

Communication

- Employees are more positive about communications within their team (66%) and less positive about communications within the Council (52%).

- Around seven in ten employees feel that communications within their team are open and honest (67%) and that they have the opportunity to participate in regular team interactions (or team meetings) (74%).

- There are less positive views about the council acting on feedback from the survey with less than four in ten employees agreeing (36%).

Figure 6: Views of Communication in the Council
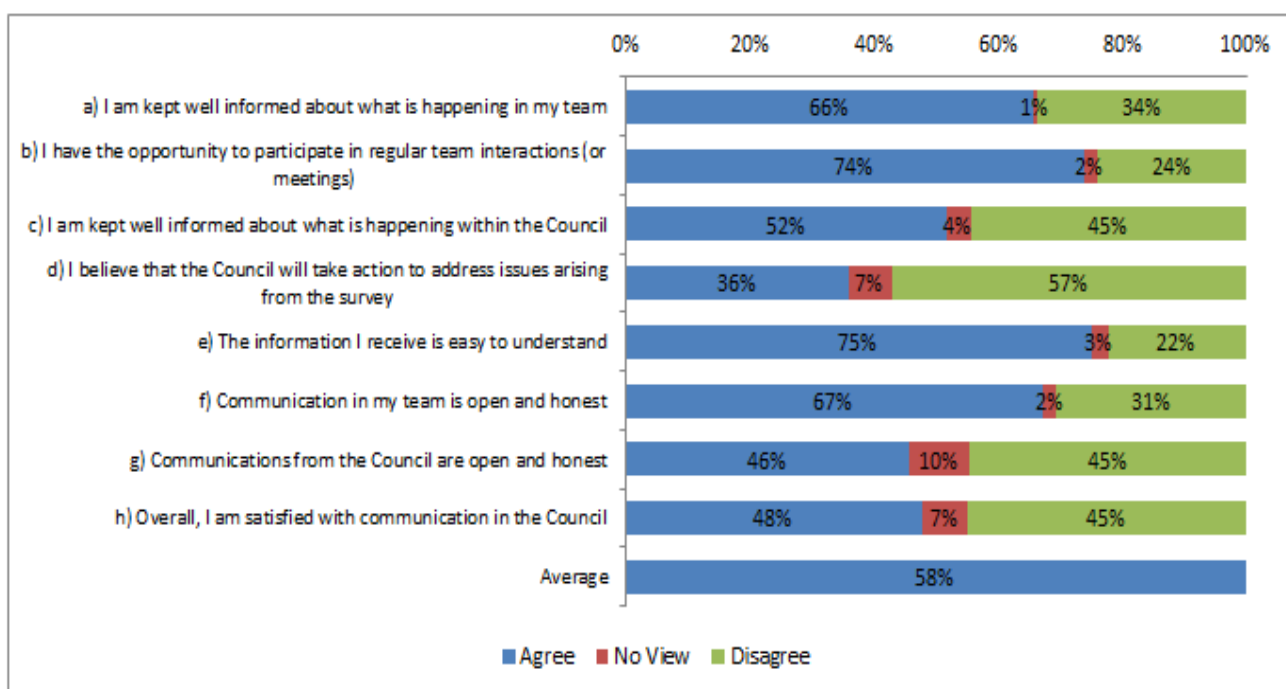
Training, Performance and Development

- Seven out of ten employees feel encouraged to improve their own performance (69%)

- 59% agree that they get the training they need to enable them to do their job effectively

- 63% feel that the training they have received helps them to do their job better.

- Nearly three quarters of employee's states that they have had an appraisal in the last 12 months (73%) a significant increase of 16% when compared to 2015.
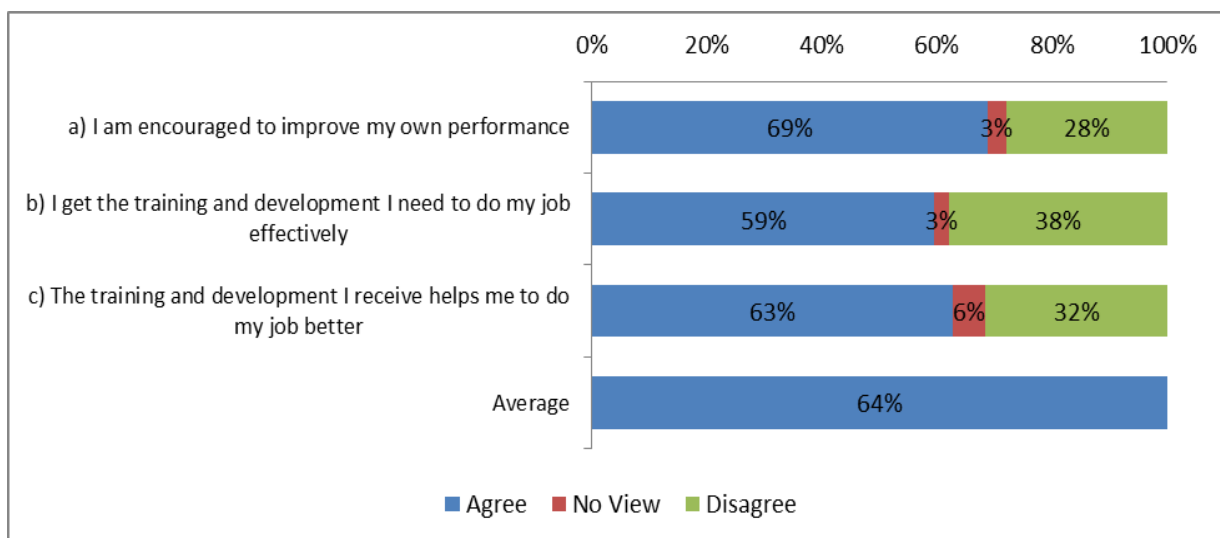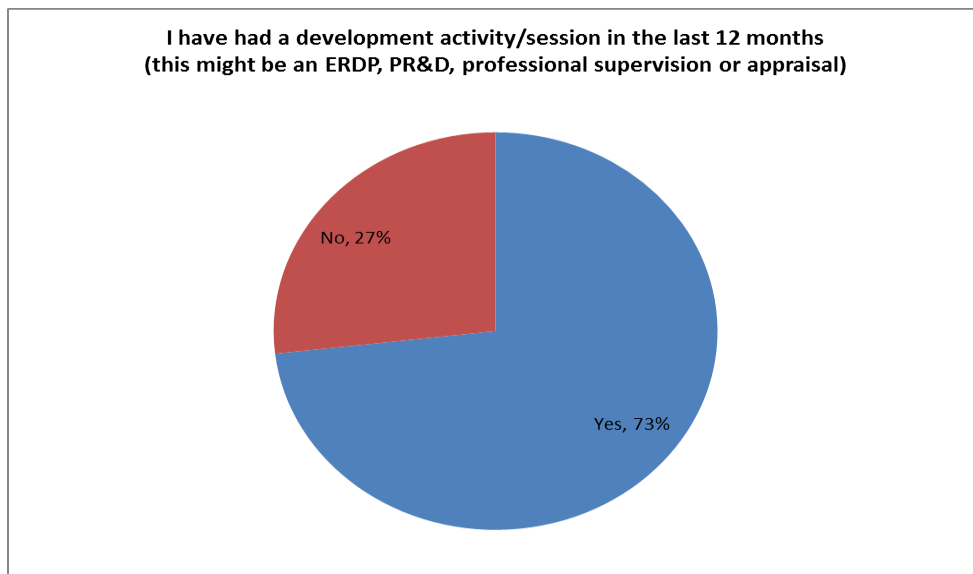
Figure 7: Training. Performance and Development

Figure 8: Appraisal within last 12 months

I have had a development activity/session in the last 12 months (this might be an ERDP, PR&D, professional supervision or appraisal)

No, 27%

Yes, 73%

Management of Change

This particular section explores the experience of change either as a service, department or individual. Examples of a change may be in the way you work, new technology or perhaps a restructure of your department.

- Out of those employees whom have experienced change in the past 2 years, around a third are satisfied with the way the change management process was handled.

Figure 9: Views of Management of Change

|	Agree	No View	Disagree
Overall I am satisfied with the way the change management process was handled	37%	15%	48%
Average	37%		
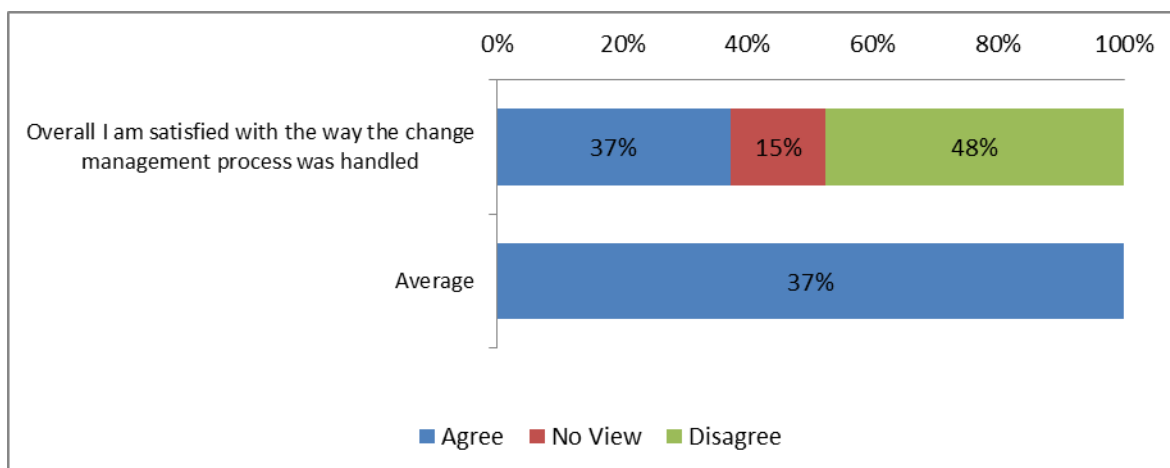
Workforce Culture

The Workforce Culture working group was established in September 2014 with the overall aim of developing a more positive workplace environment. A work plan has been developed and progressed over the past 2 years. The success or otherwise of the group can be measured using the workforce culture section which is split into three sections: management and team, work related and behaviour related questions.

Management and Team

- Three in four employees believe that their line manager/supervisor cares about their well-being (77%) and that their team co-operates and works well together (76%).

- 81% employees feel respected by their colleagues remaining the same as 2015.

Figure 10: Extent of agreement with statements about Management and Team
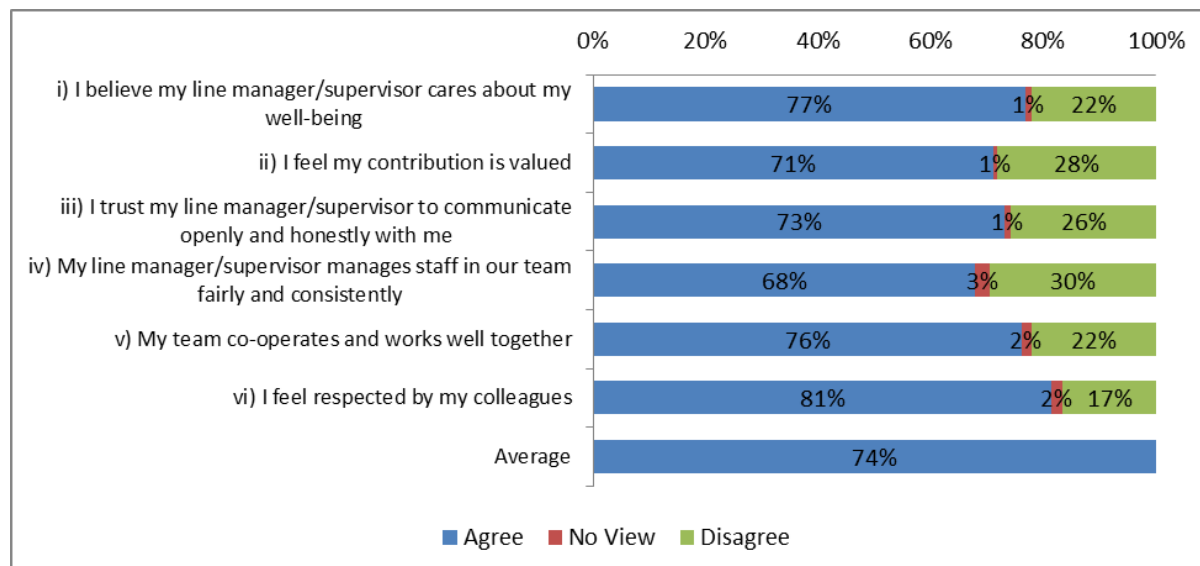
Work Related

- Nearly seven in ten employees feel that their workload is generally manageable (68%).

- Around nine in ten employees are clear what their duties and responsibilities are (88%).

- Half of employees feel they have a choice in deciding what work they do (48%), this could be related to the nature of certain council jobs.

Figure 11: Extent of agreement with statements about Work Related issues
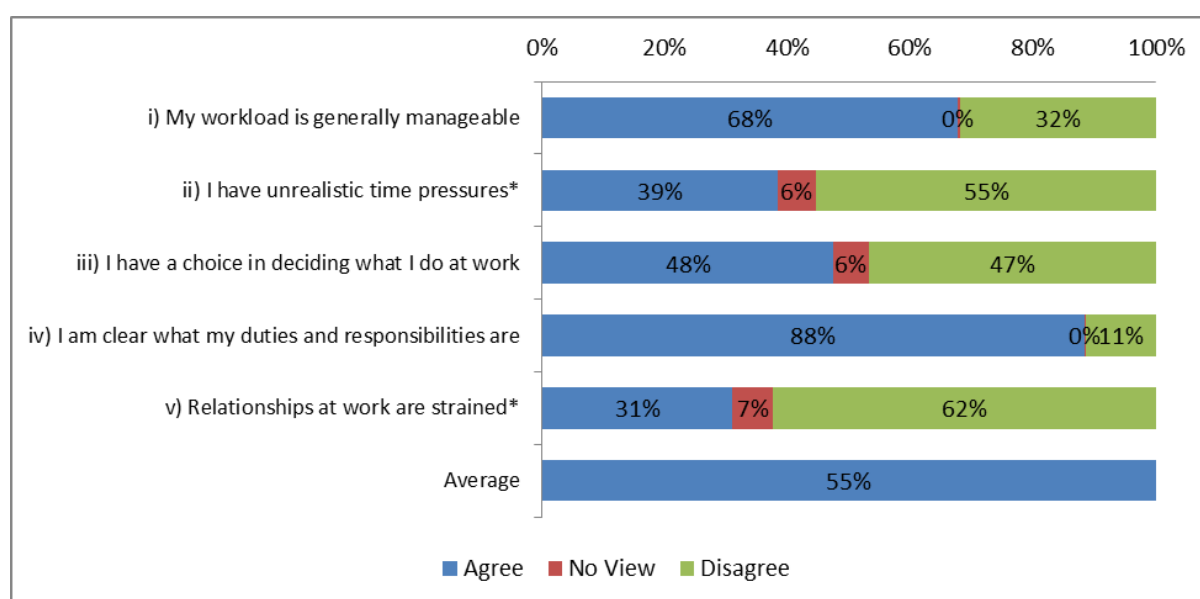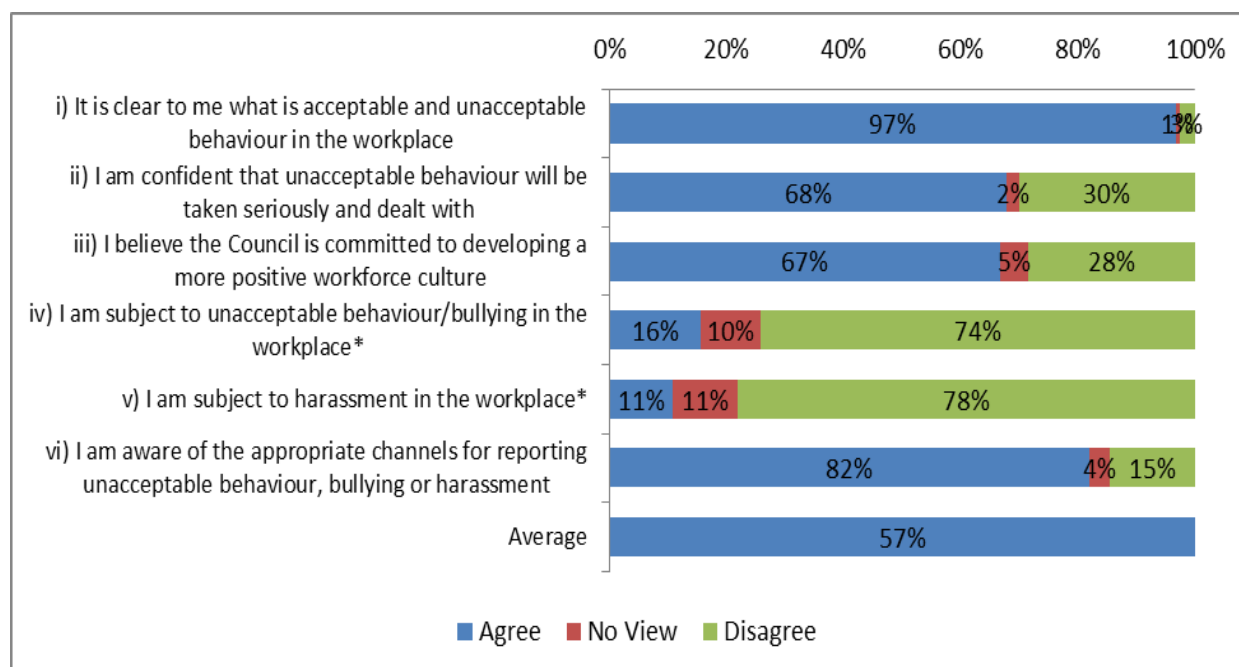

* indicates that the more employees whom disagree, the more positive the response.

Behaviours

- More than nine in ten employees are clear on what is acceptable and unacceptable behaviour in the workplace (97%)

- More than eight in ten employees are aware of the appropriate channels for reporting unacceptable behaviour or bullying (82%)

- Progress has been made with less employees (16%) feeling subject to unacceptable behaviour/bullying in the workplace, a positive decrease compared to 2015.

**Figure 12: Extent of agreement with statements about Behaviours**

* indicates that the more employees whom disagree, the more positive the response.

Employee Engagement

- Three in four (75%) employees take pride in working for the Council, a 5% increase compared to 2015.

- Four in five employees (81%) feel motivated to do a good job and go the 'extra mile' and three in five employees (62%) would recommend the Council as a good place to work, both positively increasing compared to 2015.

Figure 13: Extent of agreement with statements about employees' overall satisfaction
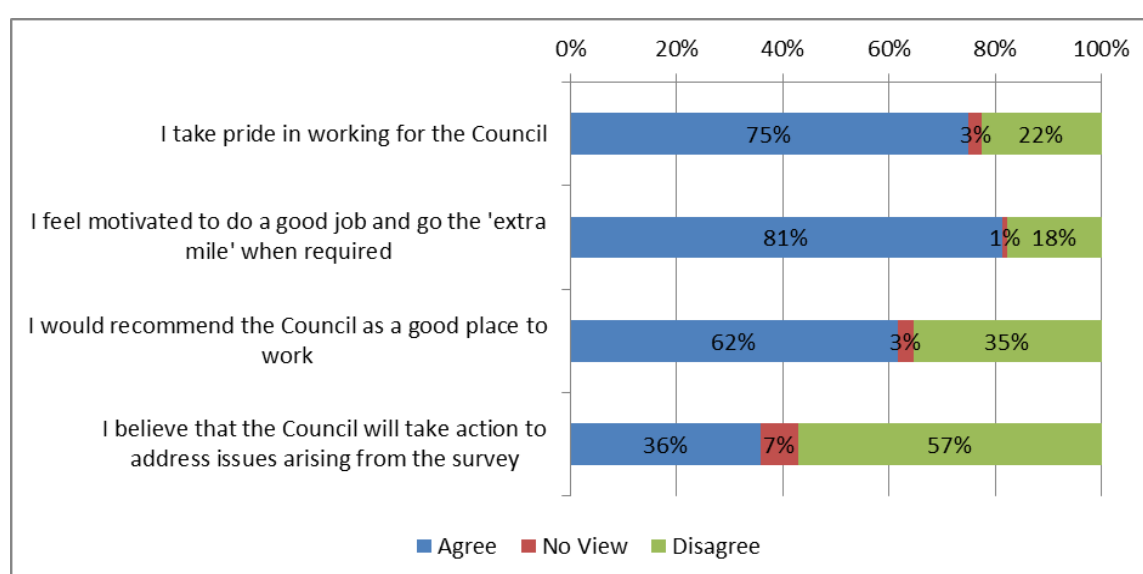
Health and Safety

Health and Safety plays a key role in delivering services safely and effectively across the Council. In order to form a baseline and measure the culture of Health and Safety within in our workplace, this new section has been introduced.

- Nearly eight in ten employees feel that their health and safety is well looked after at work (78%) and that they are given the proper equipment to keep them safe and protect their health (79%)

- Over half of employees (56%) feel involved in decisions regarding health and safety however this may be due to some of the mandatory processes required to ensure compliance.

Figure 14: Extent of agreement with statements about Health and Safety
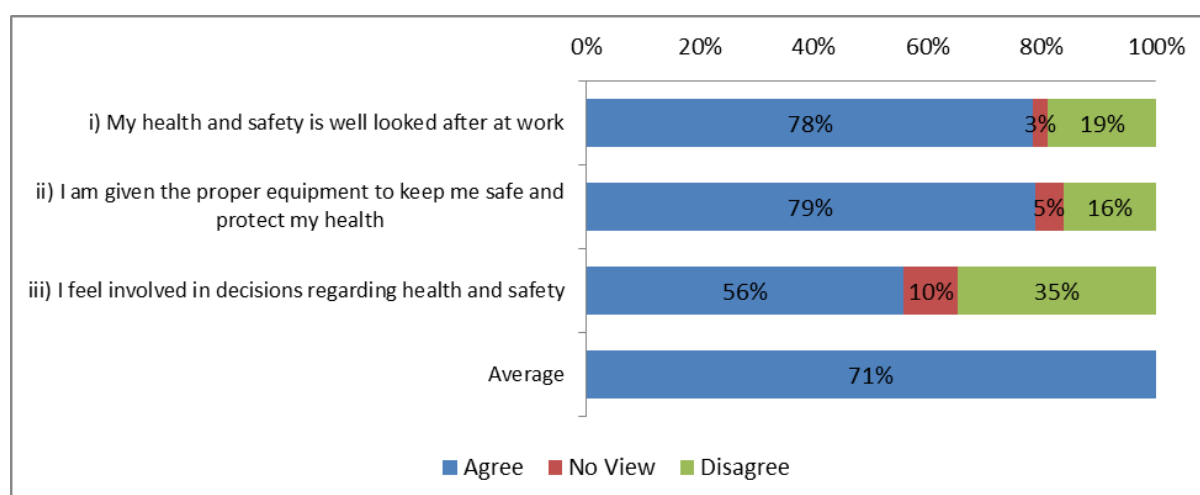
Conclusion

Compared with previous surveys there have been similar positive responses in relation to enjoying jobs, understanding duties and responsibilities and what is acceptable and unacceptable behaviour in the workplace. Some of the key points are:

- The overall response rate significantly increased from 31% to 42%.

- The overall engagement index score is calculated using a combination of variables including taking pride in working for the Council, recommending it as a good place to work and feeling motivated to do a good job. The engagement index score for the Council has increased from 70% to 73%.

- Levels of unacceptable behaviour/bullying have decreased from 19% to 16%.

- Three quarters (73%) of employees have had a development activity/session in the last 12 months, the largest increase across all questions since 2015

- There are less positive views when it comes to knowing what elected members do, with the largest decrease across all questions since 2015 (55% to 36%).

Whilst there are areas of good practice which we can build on, there are also areas which we need to improve on. These areas will form action within the Employee Engagement or Workforce Culture projects, or set up as distinct areas of focus within specific services where the issues are prevalent.

Track Record

Issues from previous surveys with actions taken so far:

Table 6: Survey issues with follow up actions

2011 Survey Issues	Actions as part of Employee Engagement Programme
Effective leadership Council acting on feedback from workforce Having open and honest culture Management of change Inter-departmental communication Belief our customers think we are doing a good job Easy to understand information Motivation by line managers/supervisors	Employee Charter Managers' Briefings Team Talk Listening Meetings Service/Learning Visits Employee Conference Chief Executive Blog/Questions Employee Recognition Management Training and Support Reaction (review process)
2013 Survey Issues	**Action**
Leadership Communications Culture Training and Development Relationships	Establishment of Moray Management Methods Leadership Forum Workforce Culture Working Group
2015 Survey Issues	**Action**
Workforce Culture	Focus engagement activity on areas with lowest survey results. Continue with a programme of enhanced employee engagement activities for example Service Learning Visits, Strategy Talks, Listening Meetings, STAR Awards, Employee Conferences and Back to the Floors. Develop service led action plans to address the issues raised as a result of the service Undertake focus group work with sections of the workforce to develop actions further, monitor and evaluate progress as a result of any action plans implemented.

Actions from this 2017 Survey are:

➢ Discuss survey results with managers to enable actions, timescales and progress proposals to be identified.

➢ Develop bespoke service led action plans driven from the results of the survey to address the issues raised.

➢ Develop and identify performance targets that will measure progress over the next two years including monitoring arrangements.

➢ Focus engagement and culture activity on building the leadership and management capacity within and across services, particularly within the services with the lowest survey results to help embed the work that has been started on improving communications and supporting supervisory development.

➢ Work to promote and inform on the role of elected members.