Staff Survey
Overview & Scrutiny
16th June 2014

Background details, recommendations and actions

Background

- Staff Survey issued August 2013

- A total of 384 responses, roughly one third of all the staff.

- Wanted to capture a snap shot of how staff were feeling and what issues might be affecting them.

- Also wanted to identify any areas for further exploration.

Steering Group

- A Steering Group was established
  - The group identified four Key Themes from the responses received:
- The themes are:
  - Management
  - Communication
  - Working Environment
  - ICT

Working Group

- A Working Group was established to include staff with a mixture of office based and non office based roles.

- The four Key Themes were examined by the working group and four sub groups were proposed to discuss and take action on the main themes (one each)

- Staff were asked to volunteer to join the sub groups, a number came forward

Sharing the Data

- Statistical data has been shared with:
  - Corporate Management Team
  - All Staff
  - Elected Members

- Detailed responses provided by staff were only seen by the Steering Group. Confidentiality was promised to all survey respondents.

- Data relating to the key themes and recommendations has been shared with:
  - CMT
  - All Staff
  - Elected Members

Key Themes

- Management

  Pace of change – can cause some pressure, need for managers to manage differently – the role of managers, for managers to be visible and accessible, staff to be supported in the use of their skills across the organisation

- Communications

  More updates (staff briefings), corporate information

- Work Environment

  Building facilities, reporting of issues, where are the problems?

- ICT

  Old ICT systems, helpdesk issues, communication with rest of organisation

Survey Data - Change

	Yes	No	Responses
I am aware of the changes that are happening in the Council	88.03%	11.97%	284
I understand why these changes are happening	83.08%	16.02%	284
I understand what impact these changes will have on my role	58.03%	41.07%	283
I have support to deal with change effectively	57.66%	42.34%	274
I feel that I have the skills to be able to deal with the changes	81.95%	18.05%	277
I feel that I am able to influence the changes taking place	34.52%	65.48%	281
Current changes have been beneficial	38.49%	61.51%	252

Recommendations - Management

- Pace of Change
  - ½ day 'Managing Well Being' training to be provided to all staff. Previously only offered to 4th Tier. Support staff through a changing environment.
  - Greater focus on general health and wellbeing, encourage lunch breaks, utilising flexi scheme to exercise, focus on healthy eating.
  - Managers to be supported to 'actively listen' to staff input around change.
  - Staff reminded of support available through, Employee Assistance Programme, Phone a Friend, 1-2-1 discussions with Managers.
  - Continue to support changes in the organisation to ensure they are improving services to our customers.

Survey Data - Management

	Yes	No	Responses
I get the support I need from my line manager	74.91%	25.09%	287
I get the support I need from my colleagues	86.16%	13.84%	289
I feel that my contribution is recognised and I receive praise	63.89%	36.11%	288
I get regular feedback from my line manager	50.18%	49.82%	285
We have regular team meetings and I feel informed about what is happening	54.45%	45.55%	292
I have regular 1:2:1 with my line manager	54.27%	45.73%	293
I am encouraged to contribute my thoughts at team meetings	69.76%	30.24%	291
Have you been subjected to any bullying or harassment while at work?	14.75%	85.25%	278

Recommendations - Management

- Role of Managers
  - Clarity needed around role of Managers
  - Need for 1:2:1 meetings and clarity about what constitutes a good 1:2:1
  - HOS to ensure 1:2:1 happen with 4th Tier managers
  - Managers awareness of staff wellbeing
  - Managers Induction inc "Manager Buddy" mentor/coach
  - Consistency in approach e.g. Annual Leave, Flexi
  - Use Oracle to feedback on progress

Recommendations - Management

- Managers Forum
  - Discussion session at the managers' forum to cover:
    - the importance of communications and how to hold team meetings
    - seek managers' views about team meetings / communicating with their teams and the communications they receive – what works?
    - explore one-to-one's and status updates and the importance of the personal touch and how to give feedback

- Performance Management
  - CMT to clarify position regarding Performance Management

- Communications
  - Managers to ensure staff finders / phone list are up to date following reviews, starters & leavers
  - Information relating to team structures and what services do is clear and available
  - Strategic Purposes to be used as a corporate screen saver

Recommendations - Management

- Managers to be visible and accessible
  - CEO, Directors & HOS to be more visible in the work place
  - Top three items from CMT meeting to be shared on Team Brief (Actioned)
  - Staff advised of future topics to be considered at CMT so staff can raise issues
  - Key Themes from staff survey to be shared with staff (actioned)
  - Key Themes to be discussed at team meeting and 1-1 meeting. Managers to provide any feedback to HOS
  - Strategic Purposes posters to be discussed at Team / 1-1 meeting and feedback sought by Managers (actioned)

Recommendations - Management

- Surgeries with CEO, Directors / HOS to be reinstated on a monthly basis (actioned)
- Each member of CMT attends at least 3 team meeting a year – including at least one of their own. To raise profile with staff and encourage more direct communication
- Operating principles
  - Key behaviours for staff generally (similar to customer services)
  - Involve staff in writing them and launching
- General Skills Development
  - Staff development to be discussed between Managers & Employees
  - Provide option for in house cover on project management
  - Specific Training identified on Equalities (actioned)
- Emails
  - Guide to using emails effectively be developed
  - Further "No Email" days to be held to encourage staff communications

Survey Data - Communications

	Yes	No	Responses
The way the organisation communicates with staff e.g.: using Oracle newsletter and ORB meets my needs.	70.99%	29.01%	293

Recommendations - Communication

- Staff Briefing to continue and to cover updates on WRS, LEPS, Parkside other corporate information & messages
- Oracle Newsletter
    - Ensure it is distributed to non office staff
- Induction
    - Formal inductions to be reintroduced – content to be reviewed
- Staff Survey provide regular updates on actions
- Service Reviews
    - Heads of Service to ensure all staff made aware of service reviews, others to be aware & sensitive to those affected

Recommendations - Work Environment

- Issues raised around the physical working environment
- Environment not always conducive to effective working and a healthy workforce
- 3 key themes:
  - Building Facilities
  - Culture
  - Health & Wellbeing
- Measures to be developed relating to working environment
  - Number and type of issues raised with property services
  - What action is taken and how long it takes
  - How decisions are made

Recommendations - Working Environment

- Wellbeing
  - Further information available to staff on wellbeing, lifestyle change, initiatives they can get involved with
  - Further leisure discounts be explored
  - Promote the discounts currently available

- Limited information on where issues are occurring in the building e.g.: draughty windows, poor flooring etc

  Further short surveys to establish this

Survey Data - ICT

0 – not at all 5 – Completely agree	0	1	2	3	4	5	Responses
I have the materials and equipment that I need to do my job	3.93%	8.52%	16.39%	24.92%	29.51%	16.72%	305
Systems, people, processes, cross site working allow me to do a good job	13.61%	13.61%	20.07%	22.11%	22.45%	8.16%	294

Recommendations - ICT

- Failure of some old ICT systems to support effective working

- Helpdesk Issues
  - ICT to continue to fix underlying causes of the helpdesk calls
  - ICT helpdesk measure made available to staff (actioned)
  - ICT helpdesk top demand publicised to all staff regularly
  - ICT Manager to provide an update at Managers forum – (actioned)

Recommendations - ICT

- Newer or different technical systems
  - Move towards single systems e.g.: Finance, Benefits etc.
- ICT issues better communication to explain what is being done to fix/ improve IT
  - It was felt that staff probably think nothing is being done because it is not obvious to people when servers are changed or new software is installed.
  - Publicise ICT work programme
  - Bite size updates on Team Brief - actioned
- Flexible Working
  - ICT to continue to explore options to enable staff to work in a more flexible and remote way

Top 10 Recommendations

Working Group determined Top Ten recommendations which have been approved by CMT. The top ten are:

• That the shortened version of the "Managing Well-Being" training should be provided to all staff.

• That the CEO, Directors and HofS are more visible in the work place.

• That future "Team Brief" summarise the "Key Themes" from the staff survey to be included for discussion in Team Meetings and 1 – 1 meetings. Managers to feed back at Dept. Meetings / HofS.

• That each member of CMT attend three team meetings a year. At least one of their own teams and at least another one of a different team. This would raise their profile with staff and encourage more direct communication.

• That CMT clarify what the current policy is on performance management appraisals.

• That a review of "key behaviours" for staff to be undertaken, involving staff in the process with a view to re-launching them to reinvigorate awareness and get them implemented by all.

• That ICT issues are better communications to the organisation to explain what is being done to fix the problems.

• That ICT publicise their work programme.

• That Managers' Forum discuss the importance of communications, team meetings and one to ones.

• That a brief staff survey be carried out focussing on work environment issues so the working group can formulate specific recommendations.

What Next

- Some items have already been actioned.
- HOS responsible for taking forward top 10 actions
  – Specifically if action is within HOS area
- Working Group to continue to review other actions and look at how to fix them.
- HOS, Managers, Officers to be pulled on to move actions forward as appropriate.
- Managers Forum being used to help managers to fix some of the issues highlighted and review management behaviours.

Any Questions