

Employee Survey 2012

SUMMARY

- 1.1 This year the Employee Survey was designed around workshops asking questions using interactive voting handsets, followed by immediate feedback of the results and small group discussions to explore these results. The 30 questions covered the Council's values, leadership of the Council, me and my job, how I am managed, how my team is managed and my views of the Council.
- 1.2 The 6 sessions were held over 3 days in June at the Darwin Suite. In total, 250 members of staff from all directorates and grades attended.
- 1.3 The results demonstrate that the Council's Organisational Development Strategy and Action Plan already addresses most of the issues raised but more detailed consideration of the need for additional interventions will be considered by the HROD Board.
- 1.4 The detailed findings are contained in Appendix 2 and have been provided to Strategic Directors for their Directorate.
- 1.5 A summary of the results are contained within the supporting information, showing how they link to the themes in the Council's OD Strategy, and what we are doing to address issues raised by the survey.
- 1.6 It is important that we feedback the results and findings to all employees, especially those who attended the workshops, and show them how we are addressing the issues. This could be achieved through:
 - a dedicated email to the 250 who attended the workshops
 - InTouch weekly – to all employees
 - frontline staff payslip
 - inclusion in the Employee's Briefing.
 - a feature in 'In Brief'.

RECOMMENDATIONS

- 2.1 To note the results of the survey findings in Appendix 2

- 2.2 To note the recommendations for communicating the findings to employees
- 2.3 To agree to repeat the survey on an annual basis

REASONS FOR RECOMMENDATIONS

- 3.1 We need to demonstrate to employees that we value their feedback, and that we are taking action to address the issues raised by the survey.
- 3.2 We need to repeat the survey annually so we can benchmark the results to see how we are progressing and identify what else we need to do.

SUPPORTING INFORMATION

- 4.1 The feedback to employees has been divided up into four key themes, reflecting the Values and our OD objectives:

- culture
- leadership
- workforce planning and development
- communication and engagement.

The feedback has then been broken down by:

- a definition of the theme
- the questions relevant to that theme and a summary of the results
- what we are doing or planning to do about the issues raised.
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- 4.2 The detailed analysis of the findings will include setting:
- performance indicators for the Values and OD objectives
 - performance measures at corporate and directorate level.
- 4.3 The Employee Survey should be undertaken annually in May and the core questions relating to performance indicators will be repeated in order for us to measure our progress. We recommend repeating the more participative methodology and will also look to complement the workshops with additional methods to capture feedback that are accessible to all employee groups and fit in with operational requirements in Directorates.

4.4 **Culture** – developing and embedding the values and behaviours we need to achieve our vision

Question We asked you to rate. . .	Agreed / Strongly agreed %	Disagreed / Strongly disagreed %
Brilliant customer experience / Can do		
My team provides a quality service to our customers	88.2	2.1
Customers are given a high priority in our service	88.7	2.9
Information about Council services is designed around external customers, not around how the Council is organised	44.4	14.2
Honesty and respect		
The Council is committed to equalities	77.8	6.7
The Council is passionate about having a diverse workforce	63.8	6.7
In the last twelve months I have personally experienced discrimination at work	17.2	73.6
The Council has an open and honest culture	27.2	33
Being the best / Can do		
The people in my team are encouraged to come up with new and better ways of doing things	68.4	15.5
It is the quality of the results of my work that matter, not how I achieve them	51.7	17.6
I regularly take action to develop myself further	75.7	13.8

What are we doing or planning to do?

- Earlier this year we launched the Council's four Corporate Values. These were also embedded in the MIP and business planning processes.
- Linked to the values, we launched the VIP recognition scheme in March 2012, and held a successful Annual awards ceremony in June 2012.
- We are currently designing and delivering HR interventions to support Derby Workstyle, such as a home working policy, the University of Derby Workstyle Programme, and an induction for staff returning to the Council House.
- We are reviewing, defining and developing the role of the Derby Manager. This will include updating the Council's leadership competencies, and linking these to future leadership development.
- We are continuing to maintain and develop our processes against the Investors in People standard.
- We are developing an Employee Engagement Strategy for 2013, which started with the Employee Survey in June 2012.
- We are analysing the results of the question about having 'personally experienced discrimination at work' by directorate to see what we need to do to address this.

4.5 **Leadership** – developing the leadership skills required to deliver transformation in service delivery

Question We asked you to rate. . .	Agreed / Strongly agreed %	Disagreed / Strongly disagreed %
Senior leadership		
I feel able to communicate face to face with senior managers	70.9	15
The approach the Council took to deliver the budget savings and reduction in staff over the last twelve months was managed sensitively and effectively	23.4	38.9
How I am managed		
It is the quality of the results of my work that matter, not how I achieve them	51.7	17.6
My line manager motivates me to do my best in my job	64.2	14.6
My line manager regularly talks to me about how well I'm doing	47.5	34.6
My line manager regularly talks to me about what is expected of me	49.4	25.3
My line manager supports me when I have development needs	59	13.4
How my team is managed		
The people in my team are encouraged to come up with new and better ways of doing things	68.4	15.5
Poor performance in my team is tackled effectively	21.3	46
Good performance in my team is recognised and acknowledged	60.8	15.5
The team is involved in the decision making and planning that affects the team	40.7	37.3
My manager holds effective team meetings	46.7	28.7

What are we doing or planning to do?

- Earlier this year we launched the Council's four Corporate Values. These were also embedded in the MIP and business planning processes.
- Linked to the values, we launched the VIP recognition scheme in March 2012, and held a successful Annual awards ceremony in June 2012.
- We are developing leadership development programmes, such as the University of Derby Workstyle Programme and workshops for managers on how to manage restructuring, redundancy and consultation.
- We are reviewing, defining and developing the role of the Derby Manager. This will include updating the Council's leadership competencies, and linking these to future leadership development.
- We are developing the Council's approach to succession planning and talent management.
- We plan to revise the MIP process by March 2013.
- We are continuing to maintain and develop our processes against the Investors in People standard.
- We are developing an Employee Engagement Strategy for 2013, which started with the Employee Survey in June 2012.
- We plan to look at the way we currently tackle poor performance, and will develop new ways to do this more effectively.

4.6 **Workforce planning and development** – ensuring we have the right people in the right jobs, with the right skills at the right time

Question We asked you to rate. . .	Agreed / Strongly agreed %	Disagreed / Strongly disagreed %
I have a clear understanding of the Council's priorities in the Council Plan	38	31
I understand how my work contributes to the objectives of my service	88.3	2.5
I have the tools needed to do my job effectively	51.7	32
I regularly take action to develop myself further	75.7	13.8
I feel I have developed in my role over the last 12 months	63.8	19.6
My line manager supports me when I have development needs	59	13.4

What are we doing or planning to do?

- We are reviewing the Council's approach to learning and development. We have recently purchased a Learning Management System – LMS – to improve the learning we can provide on line.
- We are reviewing, defining and developing the role of the Derby Manager. This will include updating the Council's leadership competencies, and linking these to future leadership development.
- We are developing leadership development programmes, such as the University of Derby Workstyle Programme and workshops for managers on how to manage restructuring, redundancy and consultation.
- We are developing the Council's approach to succession planning and talent management.
- We are developing a workforce plan to identify what we need to do to make sure we have the right people in the right jobs in our future workforce.
- We plan to revise the MIP process by March 2013.
- We are continuing to maintain and develop our processes against the Investors in People standard.

4.7 **Communication and Engagement** – motivating and engaging employees in the development of the Council, its strategies and plans

Communication

Question We asked you to rate. . .	Agreed / Strongly agreed %	Disagreed / Strongly disagreed %
I feel able to communicate face to face with senior managers	70.9	15
My manager holds effective team meetings	46.7	28.7
I am kept informed about what is happening in the Council	50.6	20.5
Internal communications across the Council have improved over the last twelve months	46.4	16.7

Engagement

Question We asked you to rate. . .	Agreed / Strongly agreed %	Disagreed / Strongly disagreed %
The Council has an open and honest culture	27.2	33
I feel valued for the work I do	53.1	24.7
I am proud when I tell others I work for the Council	33	23.4
I would recommend the Council to a friend as a great place to work	32.3	24.3
I feel a strong loyalty to the Council	38.9	28.1

What are we doing or planning to do?

- Earlier this year we launched the Council's four Corporate Values. These were also embedded in the MIP and business planning processes.
- Linked to the values, we launched the VIP recognition scheme in March 2012, and held a successful Annual awards ceremony in June 2012.
- We are reviewing, defining and developing the role of the Derby Manager. This will include updating the Council's leadership competencies, and linking these to future leadership development.
- We are developing leadership development programmes, such as the University of Derby Workstyle Programme and workshops for managers on how to manage restructuring, redundancy and consultation.
- We plan to revise the MIP process by March 2013.
- We are continuing to maintain and develop our processes against the Investors in People standard.
- We are developing an Employee Engagement Strategy for 2013, which started with the Employee Survey in June 2012.
- We aim to implement a new pay structure and benefits package by 2014.

OTHER OPTIONS CONSIDERED

5.1 N/A

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Simon Hann, HR Advisor Karen Jewell, Director of HR & Business Support Shelley Merrett, Consultation Officer
For more information contact: Background papers: List of appendices:	Simon Hann, Organisational Development and Learning Adviser Shelley Merrett, Consultation Officer Appendix 1 – Implications Appendix 2 – Employee Survey Workshop Findings 2012

IMPLICATIONS

Financial and Value for Money

1.1 N/A

Legal

2.1 N/A

Personnel

3.1 Employee engagement is a core element of our OD Strategy and Action Plan.

Equalities Impact

4.1 The participation analysis demonstrates that the results are broadly representative of our workforce but also highlights areas where participation should be improved next time.

Health and Safety

5.1 N/A

Environmental Sustainability

6. N/A

Asset Management

7. N/A

Risk Management

8.1 N/A

Corporate objectives and priorities for change

9.1 Skilled and motivated workforce

