

PRELIMINARY DOCUMENT

2013

## Employee Survey – Results Summary

# Introduction

By Roddy Burns, Chief Executive



I am pleased to present you with the results of the 2013 Employee Survey. Although a smaller number of people responded to the 2013 survey, the Corporate Management Team and I are grateful that a significant number of you did participate. The survey continues to be an important method for you to let us know what you feel about a number of issues related to working for the Council, and also for us to be able to see how we are doing in areas where improvements are required.

There continue to be positive responses in areas such as job enjoyment, making a difference, going the 'extra mile' and being clear on duties and responsibilities and what you have to achieve in your jobs. However, you have also told us that there are still a number of areas where progress has yet to be achieved.

As we continue to face a sustained period of severe economic restraint, have to do more with less, and cope with unprecedented levels of change in how we deliver services, I strongly believe that you, as part of our workforce, are crucial to our future success. Although we clearly have some work still to do in making things better for our staff, the survey results have demonstrated once again that there remains a healthy commitment to deliver high quality services to the community of Moray.

After the 2011 survey we committed to an Action Plan based around the Employee Engagement Programme. Moving forward and using the results from this survey we have refocused our improvement activities into a more targeted and focused set of actions. We will continue to ask you to participate in numerous events and activities over the next year or so and would urge you to take part and let us know how we are doing whenever you can.

Roddy Burns  
Chief Executive

In June 2013, The Moray Council undertook an organisation-wide survey of employees.

All 4957 employees within the organisation were given the opportunity to complete a survey, either via a postal questionnaire or online and 1,161 responses were received, giving an overall response rate of 25%.

### Responses by Department and Service

DEPARTMENT	Number of Responses	Response Rate
Chief Executives & Strategic Planning & Governance	20	39.2%
<b>CORPORATE SERVICES</b>		
HR & ICT	60	77.9%
Financial Services incl. DBS	85	62.0%
Legal & Democratic Services	37	41.1%
<b>ENVIRONMENTAL SERVICES</b>		
Development Services	69	64.5%
Direct Services - Catering	18	7.8%
Direct Services - Cleaning / Facilities	11	4.5%
Direct Services - Lands and Parks	18	18.6%
Direct Services - Waste	12	9.0%
Direct Services - Roads/Fleet Services	41	28.5%
Direct Services –Transportation & Consultancy	26	20.2%
Housing & Property	100	33.2%
<b>EDUCATION AND SOCIAL CARE</b>		
Teachers	205	20.7%
Teaching support staff	107	16.4%
Community Care – Home Care	39	9.7%
Community Care – Social Work, Day Care & Admin	150	38.3%
Integrated Children’s Services	37	18.2%
Leisure & Other (incl. BSU, Continuous Improvement)	46	32.4%
Libraries & Museums	31	44.3%
<b>OTHER</b>		
Not Stated	49	n/a
<b>Total</b>	<b>1161</b>	<b>25.3%</b>

## Highest Scoring Questions

91%	I understand what I have to achieve in my job
87%	I enjoy the work I do
87%	I am clear what my duties and responsibilities are
87%	I believe my job makes a difference
84%	I am happy to go the 'extra mile' at work when required

## Lowest Scoring Questions

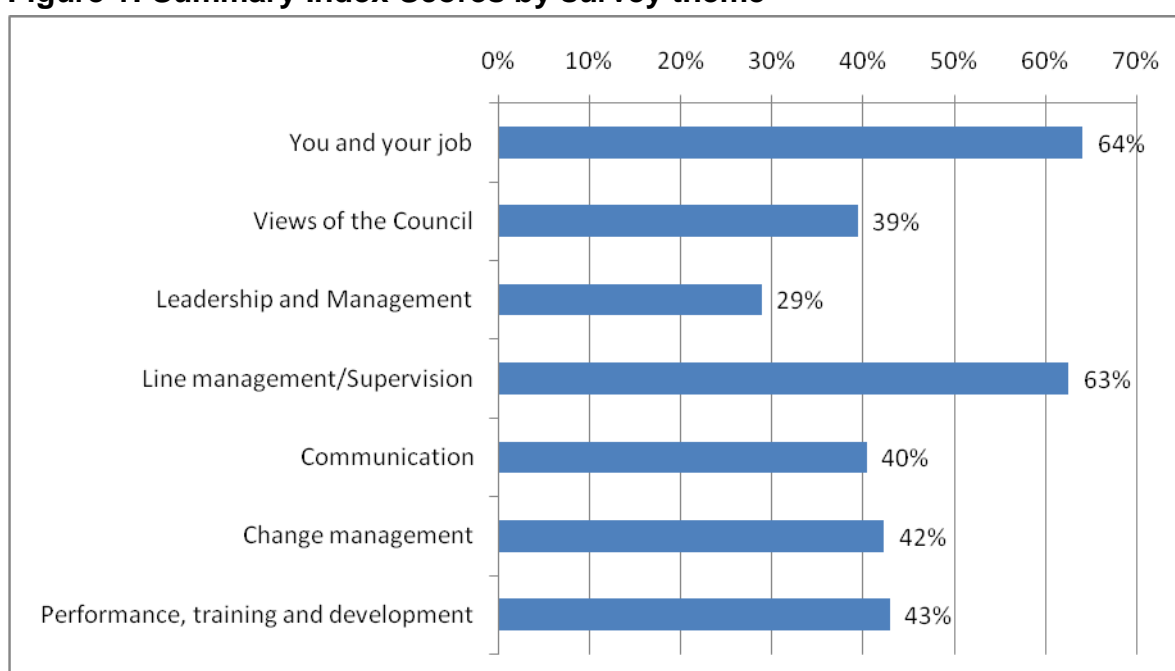
11%	Elected members are effective leaders
15%	The council acts on feedback provided by its workforce
20%	The culture of the council is becoming more open, honest and transparent
23%	Communication between my area and others parts of the council we work with are good
23%	Senior management act openly and fairly

# Summary Index

The following chart represents each aspect of working life, with the index calculated by taking the mean average positive percentage score of each of the statements relating to the key themes of the survey. 'Positive' being 'agreement' with the questions in the survey.

A difference in views is clear, with more positive views of line management and day to day jobs, but less positive views of leadership and direction of the council.

**Figure 1: Summary Index Scores by survey theme**



**Figure 2: Summary Scores by survey theme (by department)**

	Chief Executives, Strategic Planning & Governance	Corporate Services	Environmental Services	Education & Social Care	The Moray Council (Average)	%age Change since 2011
You and your job	64%	60%	59%	64%	64%	-2%
Views of the Council	61%	51%	40%	39%	39%	-4%
Leadership and Direction	46%	35%	26%	29%	29%	-7%
Line management	56%	64%	58%	65%	63%	-3%
Communication	46%	48%	38%	39%	40%	-3%
Change management	56%	49%	40%	43%	42%	-2%
Performance, training and development	42%	33%	37%	46%	43%	-7%

## **Overall Job Satisfaction**

- Just over two out of three (68%) of staff are satisfied with their present job, whilst 13% are dissatisfied. The remaining 19% are undecided, at neither satisfied nor dissatisfied.
- Satisfaction varies from 71% in Education & Social Care to 59% in Corporate Services
- Satisfaction levels vary by department with Environmental Services and Corporate Services being the least satisfied compared to the Council average.

## **You and Your Job**

- It is encouraging to note roughly four out of five staff members say they enjoy the work they do (87%), believe they can make a difference in their role (87%) and understand what they have to achieve.
- There are clearly areas where staff feel less positive, particularly in terms of job security similar to 2011.
- Furthermore staff are less positive (47%) in relation to feeling valued and recognised for what they do

## **Aspects of importance to employees**

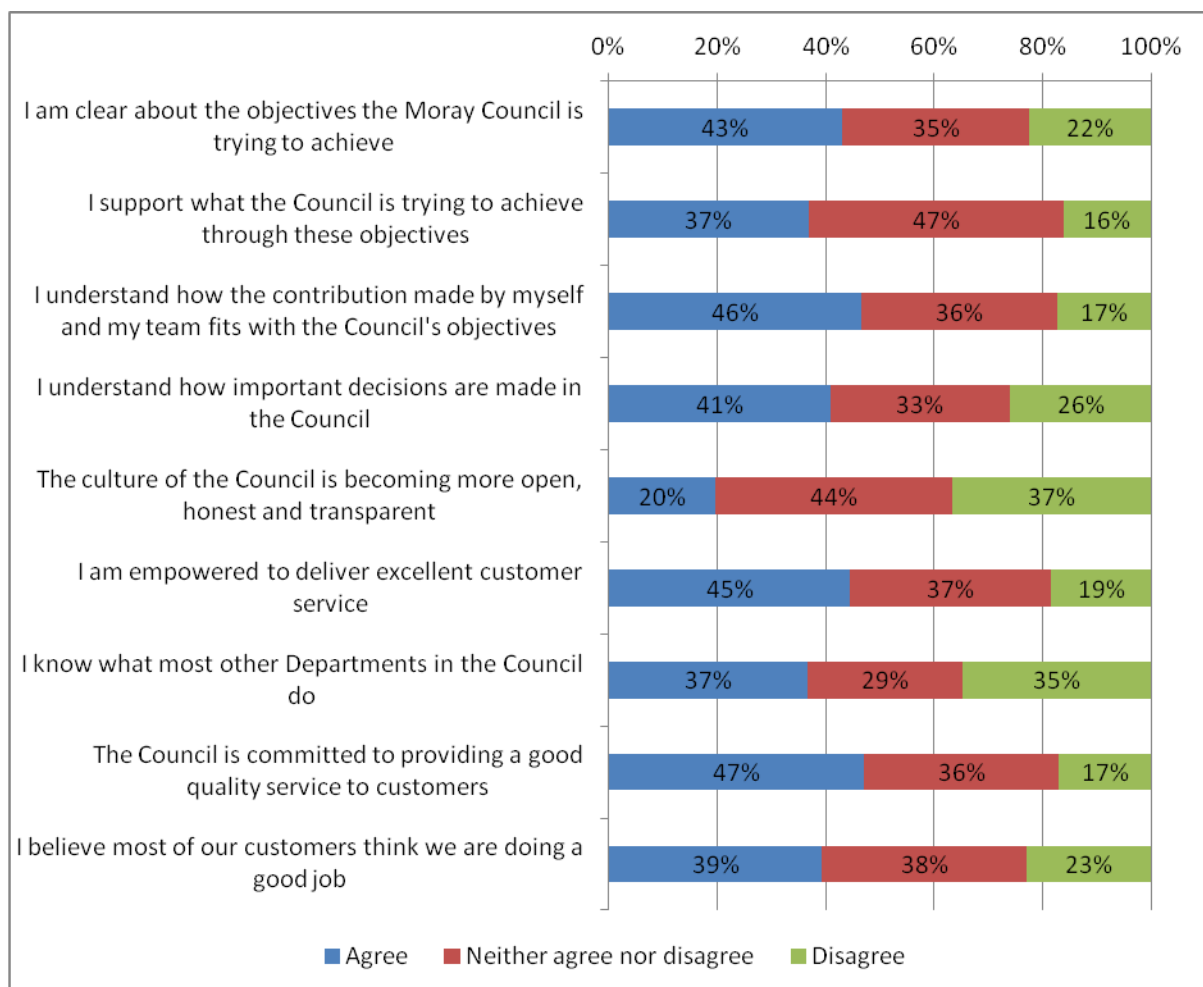
Employees place an emphasis on the following aspects in their job being important

- feeling motivated to do a good job
- being encouraged to improve their performance
- being empowered to deliver excellent customer service
- being supported by line managers through change that affects them

## Your Views of the Council

- Many of the views of the council are less positive than views held about day to day working lives.
- More than two in five staff said they were clear about the objectives the Council is trying to achieve and believed that our customers thought we were doing a good job
- Nearly half of staff said they understood how their contribution and team fits with the Council's objectives and agreed that the council was committed to providing a good quality service to customers.
- With regards to the culture of the council 20% agree that Council has an open and honest culture

**Figure 3: Views of the Council overall**



## Largest positive changes since 2011

	2013 %age agreement with the statement	2011 %age agreement with the statement	%age change since 2011
Morale is good where I work	40%	32%	+8%
I understand how important decisions are made in the Council	41%	35%	+6%
I know what most other Departments in the Council do	36%	33%	+3%
I am kept well informed about what is happening within the Council	36%	34%	+2%
Corporate Communications: information I receive is easy to understand	57%	56%	+1%

## Largest negative changes since 2011

	2013 %age agreement with the statement	2011 %age agreement with the statement	%change since 2011
Overall, I am satisfied with the leadership and direction I receive	25%	43%	-18%
The Council communicates with me honestly	39%	54%	-15%
Relationships at work are strained	28%	14%	+14%*
The Council communicates with me openly	37%	50%	-13%
I believe that the Moray Council is committed to training and developing its workforce	44%	55%	-11%

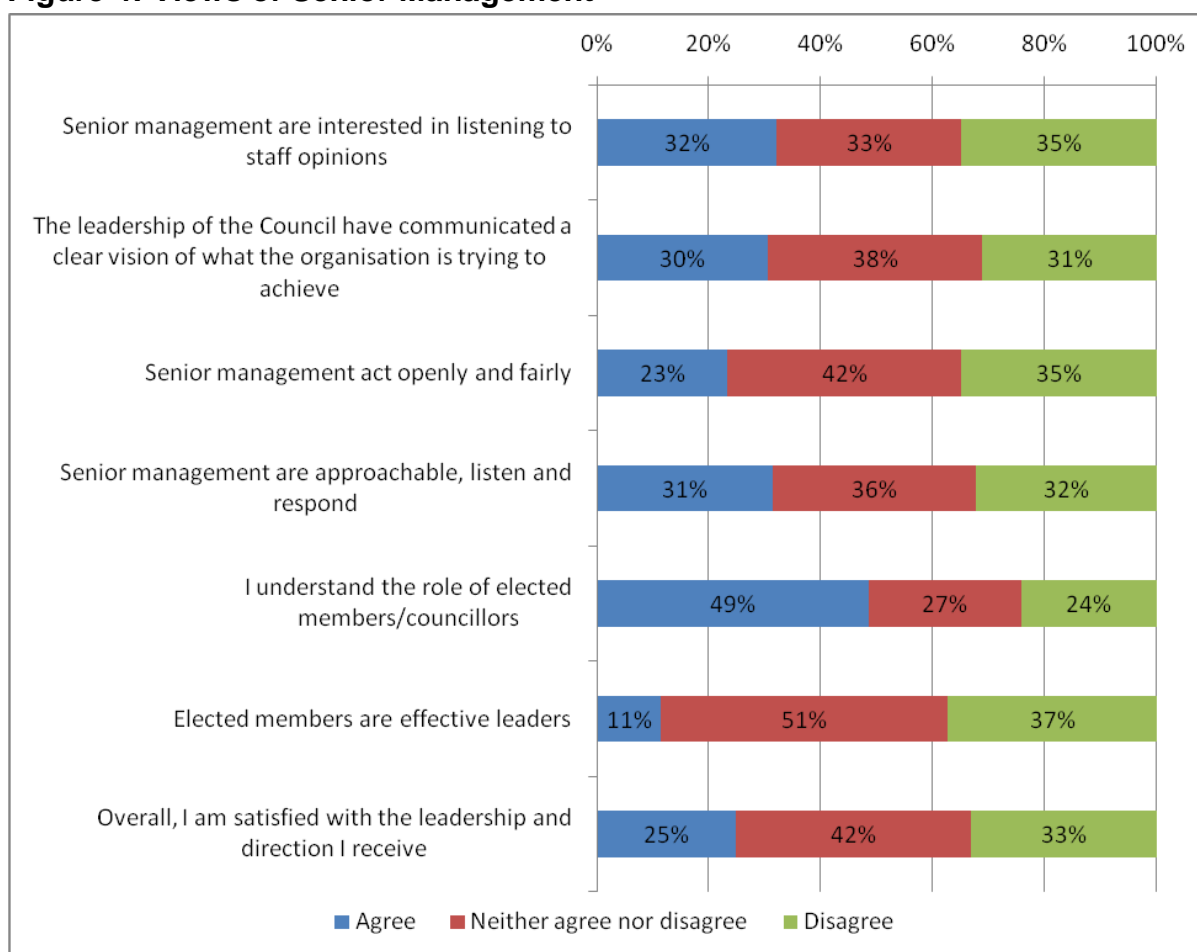
\* negative statement so positive percentage change indicates an increase in the issue which is a negative change



## Leadership and Management

- Around one third of staff agreed that they felt senior managers were listening to staff opinions, were approachable and had communicated a clear vision of what the Council is trying to achieve.
- Less than a quarter of staff (23%) considered that senior management acted openly and fairly.

**Figure 4: Views of Senior Management**

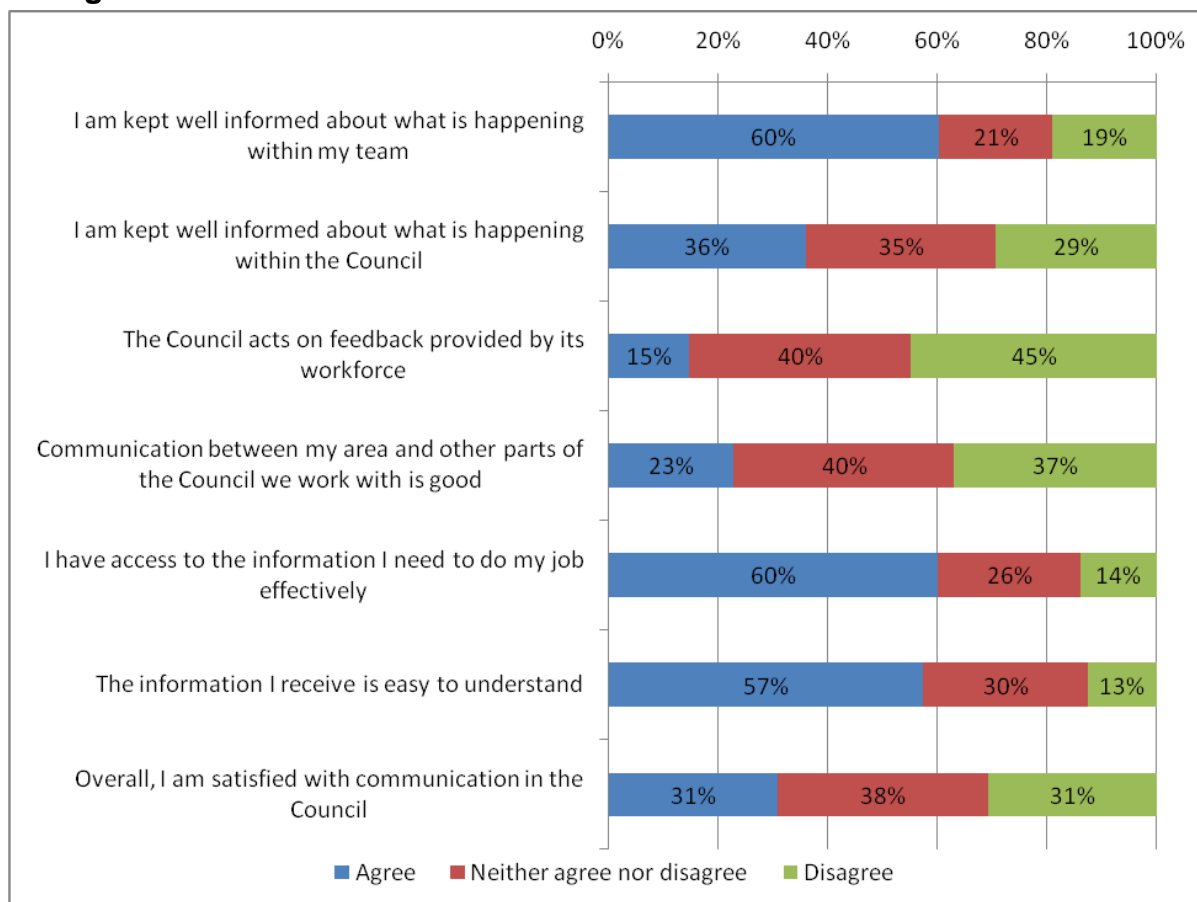


- Around three out of four staff overall agree that they can talk to their line manager/supervisor, feel supported, can attend a team meeting and are treated fairly and with respect.
- 60% of staff are satisfied overall with the line management they receive

## Communication

- Three in five staff are in agreement that they are well informed and can access the information they need
- In respect of communication within the council between other areas and by the Council to its staff, there is a less positive view that staff are not as well informed.
- Just 15% of employees agree that the Council acts on feedback

**Figure 5: Views of Communication in the Council**

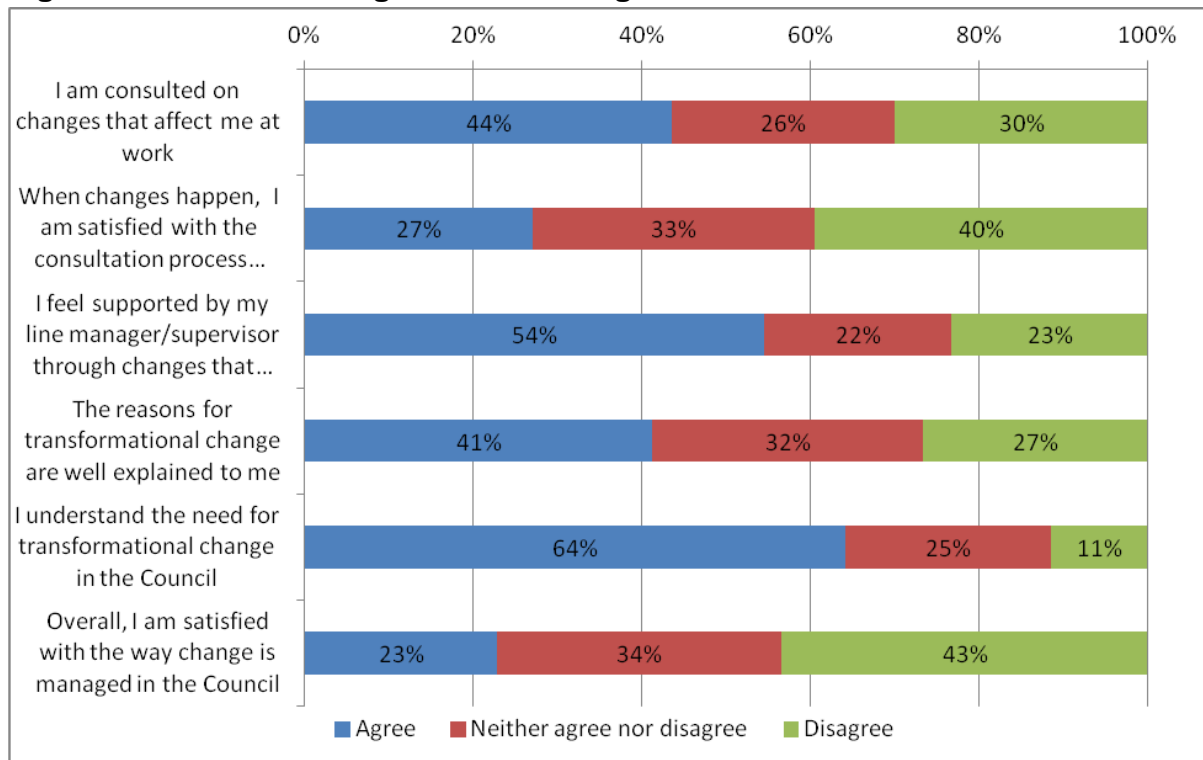


## Management of Change

- Around two-thirds of employees (64%) agree that they understand the need for change.
- 44% of staff feel consulted on changes and 41% believing the reasons for change are well explained.

- Lower levels of positive opinion are shown with satisfaction (27%) with the change management consultation processes takes place.
- Overall, only less than a quarter (23%) of employees feel satisfied with the way change is managed at the Council.

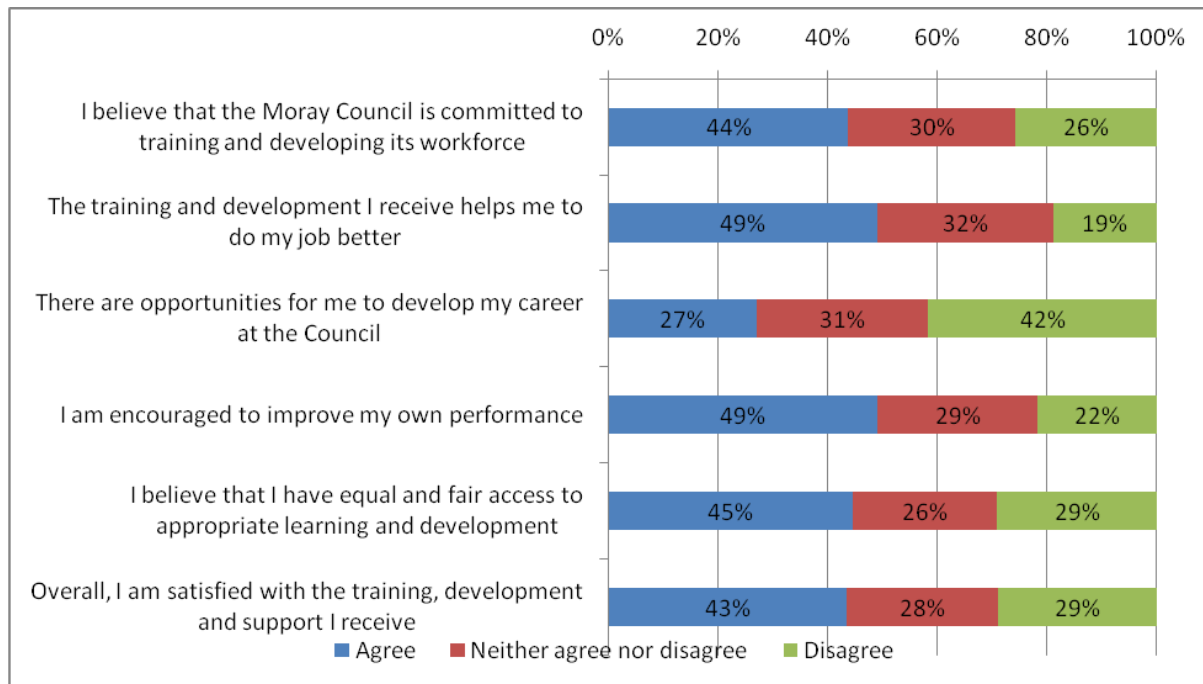
**Figure 6: Views of Management of Change**



## Performance and Development

- Around half of employees felt that training and development is worthwhile and helps them do their job better (49%). The same proportion felt that they were encouraged to improve their own performance.
- 45% of staff believe that there is equal and fair access to training, development and support and 43% were satisfied with the training, development and support.
- Around half (49%) of employees state they have had an appraisal in the last 12 months

**Figure 7: Training. Performance and Development**



## Conclusion

The 2013 employee survey results are similar to those from previous surveys and continue to reflect positive responses in relation to enjoying jobs, understanding duties and responsibilities and what has to be achieved, making a difference and being prepared to commit fully to ensuring a good job is done.

Further consideration of the results also took place as part of the 2013 Employee Conference and the face to face feedback on the core issues from those discussions have been taken into account in developing actions to tackle those areas for improvement as part of the Employee Engagement Programme.

## TRACK RECORD

### Issues from previous surveys with actions taken so far:

<b>2006/2008 Survey Issues</b>	<b>Actions</b>
Working conditions (e.g. office accommodation, showers, canteen facilities)	Improvements to office accommodation and canteen facilities through DBS Programme Increased number of showers within HQ
Performance feedback/wider application of appraisals Improve keeping staff informed and cross departmental communications	Corporate framework for ERDPs and wider more consistent application Establishment of Connections Notice-boards Recycling computers for wider installation Development of internal communications strategy Co-ordination of internal communications identifying linked themes between different strands of communications
Senior management visibility	Expansion of CMT visits Establishment of annual Employee Conference including Discussion Groups with members of CMT and Heads of Service Articles on senior management team in Connect
<b>2011 Survey Issues</b>	<b>Actions as part of Employee Engagement Programme</b>
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 Action Plan to be added once approved at Policy & Resources Committee on 05 November 2013**

