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

Headline results and year on year trends are encouraging with the 2017 results demonstrating significantly more positive responses across the vast majority of questions compared to previous years.

Survey Sections	2017		2015		2013		2011	
I enjoy the work I do	89%	no change	89%	2%	87%	-1%	88%	-2%
I feel valued and recognised for my work	58%	+1%	57%	10%	47%	-7%	54%	n/a
Morale is good where I work	48%	-1%	49%	9%	40%	8%	32%	n/a
I take pride in working for the Council	75%	+5%	70%	5%	65%	-5%	70%	n/a
I feel motivated to do a good job and go the extra mile when required	81%	+2%	79%	5%	75%	-2%	77%	n/a
I would recommend the Council as a good place to work	62%	+1%	61%	14%	47%	-8%	55%	-10%
Leadership and Senior Management								
I believe senior management demonstrate leadership for my service and department	50%	-2%	52%	n/a	n/a	n/a	n/a	n/a
I believe senior management have a clear vision of where the organisation is going	46%	-3%	49%	19%	30%	-4%	34%	-4%
I believe elected members provide leadership for the Council	23%	-4%	27%	16%	11%	-1%	12%	n/a
I understand the role of elected members	36%	-19%	55%	6%	49%	6%	43%	n/a
I can see how my objectives link to the Council's objectives and priorities	55%	+10%	45%	-1%	46%	-11%	57%	n/a
Overall, I am satisfied with the leadership and direction I receive	46%	-1%	47%	22%	25%	-18%	43%	n/a
I am aware of the challenges that face the Council over the next few years	82%	+3%	79%	n/a	n/a	n/a	n/a	n/a
I expect the Council will have to change the way it delivers services because of these changes	78%	+1%	77%	n/a	n/a	n/a	n/a	n/a

Supervision								
I feel supported by my line manager/supervisor	74%	+2%	72%	3%	69%	-4%	73%	-5%
My line manager/supervisor passes information to me effectively	70%	+1%	69%	8%	61%	-3%	64%	n/a
My line manager/supervisor recognises and gives praise for good performance	66%	+3%	63%	2%	61%	-1%	62%	-3%
My line manager/supervisor treats me fairly and with respect	79%	+1%	78%	4%	74%	-4%	78%	n/a
My line manager/supervisor motivates me	61%	+2%	59%	11%	48%	-1%	49%	n/a
Overall, I am satisfied with the line management/supervision I receive	69%	+1%	68%	8%	60%	-7%	67%	n/a
I feel able to approach my supervisor when I have a problems and I am confident it will be acted upon	72%	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Communication								
I am kept well informed about what is happening in my team	66%	+1%	65%	5%	60%	-9%	69%	12%
I have the opportunity to participate in regular team interactions (or meetings)	74%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
I am kept well informed about what is happening within the Council	52%	+4%	48%	12%	36%	2%	34%	-7%
I believe that the Council will take action to address issues arising from the survey	36%	-3%	39%	24%	15%	-15%	30%	-17%
The information I receive is easy to understand	75%	+4%	71%	14%	57%	1%	56%	-23%
Communication in my team is open and honest	67%	no change	67%	n/a	n/a	n/a	n/a	n/a
Communications from the Council are open and honest	46%	-1%	47%	9%	38%	-14%	52%	n/a
g) Overall, I am satisfied with communication in the Council	48%	+1%	47%	16%	31%	-3%	34%	n/a

Training, Performance and Development								
a) I am encouraged to improve my own performance	69%	-1%	70%	21%	49%	-5%	54%	n/a
b) I get the training and development I need to do my job effectively	59%	-3%	62%	n/a	n/a	n/a	n/a	n/a

Question								
c) The training and development I receive helps me to do my job better	63%	-2%	65%	16%	49%	-9%	58%	n/a
Development activity/session								
I have had a development activity/session in the last 12 months (this might be an ERDP, PR & D, professional supervision or appraisal)	73%	+16%	57%	8%	49%	2%	47%	-4%
Change								
Has your team or service experienced change in the last 2 years?	44%	-21%	65%	n/a	n/a	n/a	n/a	n/a
Did you get the opportunity to contribute to the change through a consultation exercise?	45%	-3%	48%	n/a	n/a	n/a	n/a	n/a
Did you respond?	79%	-2%	81%	n/a	n/a	n/a	n/a	n/a
Was this useful?	51%	-3%	54%	n/a	n/a	n/a	n/a	n/a
Do you think your response was taken into account?	38%	+2%	36%	n/a	n/a	n/a	n/a	n/a
Did you receive anything after the consultation period was complete to let you know what happens next?	48%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Was this helpful?	44%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Overall I am satisfied with the way the change management process was handled	37%	-5%	42%	19%	23%	-1%	24%	n/a
Workforce Culture: Management and Team								
i) I believe my line manager/supervisor cares about my well-being	77%	+3%	74%	n/a	n/a	n/a	n/a	n/a
ii) I feel my contribution is valued	71%	+4%	67%	n/a	n/a	n/a	n/a	n/a
iii) I trust my line manager/supervisor to communicate openly and honestly with me	73%	+5%	68%	n/a	n/a	n/a	n/a	n/a
iv) My line manager/supervisor manages staff in our team fairly and consistently	68%	+4%	64%	n/a	n/a	n/a	n/a	n/a
v) My team co-operates and works well together	76%	-1%	77%	3%	74%	no change	74%	n/a
vi) I feel respected by my colleagues	81%	no change	81%	8%	73%	-6%	79%	no change

Workforce Culture: Work Related								
i) My workload is generally manageable	68%	-1%	69%	7%	62%	-5%	67%	15%
ii) I have unrealistic time pressures*	39%	+1%	38%	-2%	40%	14%	26%	4%
iii) I have a choice in deciding what I do at work	48%	-3%	51%	7%	44%	6%	38%	no change
iv) I am clear what my duties and responsibilities are	88%	+1%	87%	no change	87%	-1%	88%	10%
v) Relationships at work are strained *	31%	+2%	29%	1%	28%	14%	14%	1%

Workforce Culture: Behaviours								
It is clear to me what is acceptable and unacceptable behaviour in the workplace	97%	+3%	94%	n/a	n/a	n/a	n/a	n/a
I am confident that unacceptable behaviour will be taken seriously and dealt with	68%	+2%	66%	n/a	n/a	n/a	n/a	n/a
I believe the Council is committed to developing a more positive workforce culture	67%	+6%	61%	n/a	n/a	n/a	n/a	n/a
I am subject to unacceptable behaviour / bullying in the workplace *	16%	-3%	19%	11%	8%	3%	5%	no change
I am subject to harassment in the workplace *	11%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
I am aware of the appropriate channels for reporting unacceptable behaviour or bullying	82%	no change	82%	n/a	n/a	n/a	n/a	n/a

Health and Safety								
My health and safety is well looked after at work	78%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
I am given the proper equipment to keep me safe and protect my health	79%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
I feel involved in decisions regarding health and safety	56%	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Key
n/a = not asked
Improvement
Static (+/- 2%)
Decline
* = Negative question

Key Findings

Table 2: 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
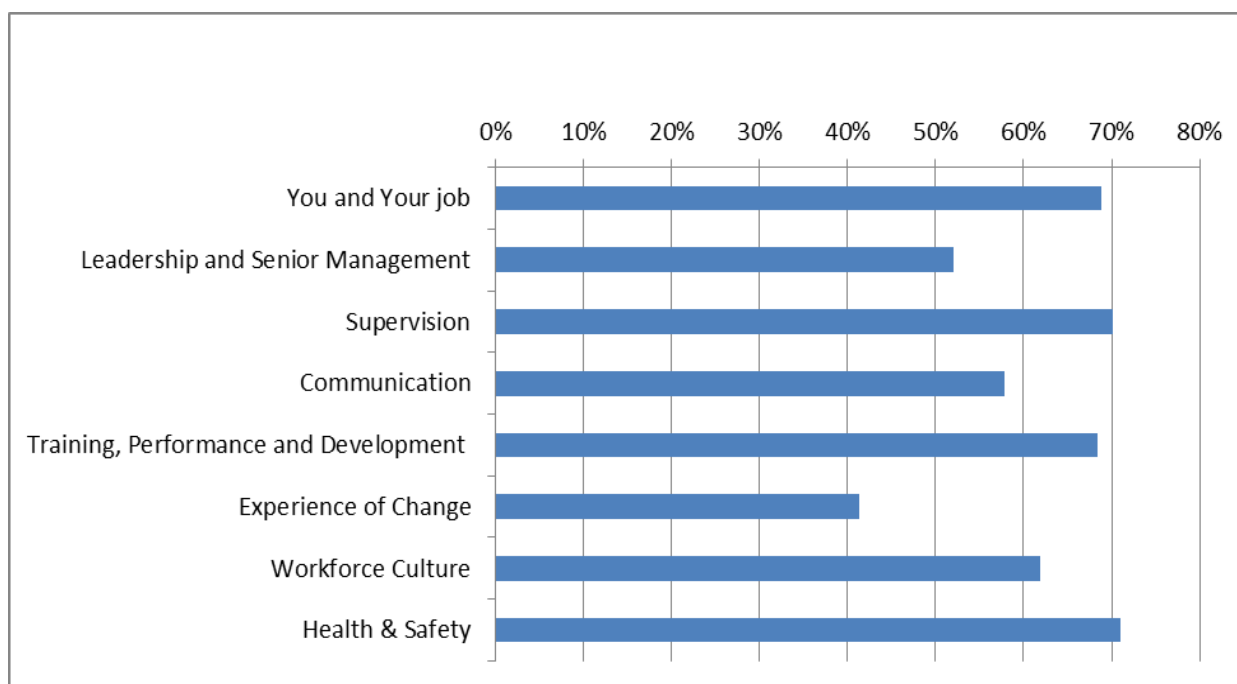
**Table 3: Summary Scores by survey theme (by department)**

	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	65%	63%	61%	62%	62%	-2%
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
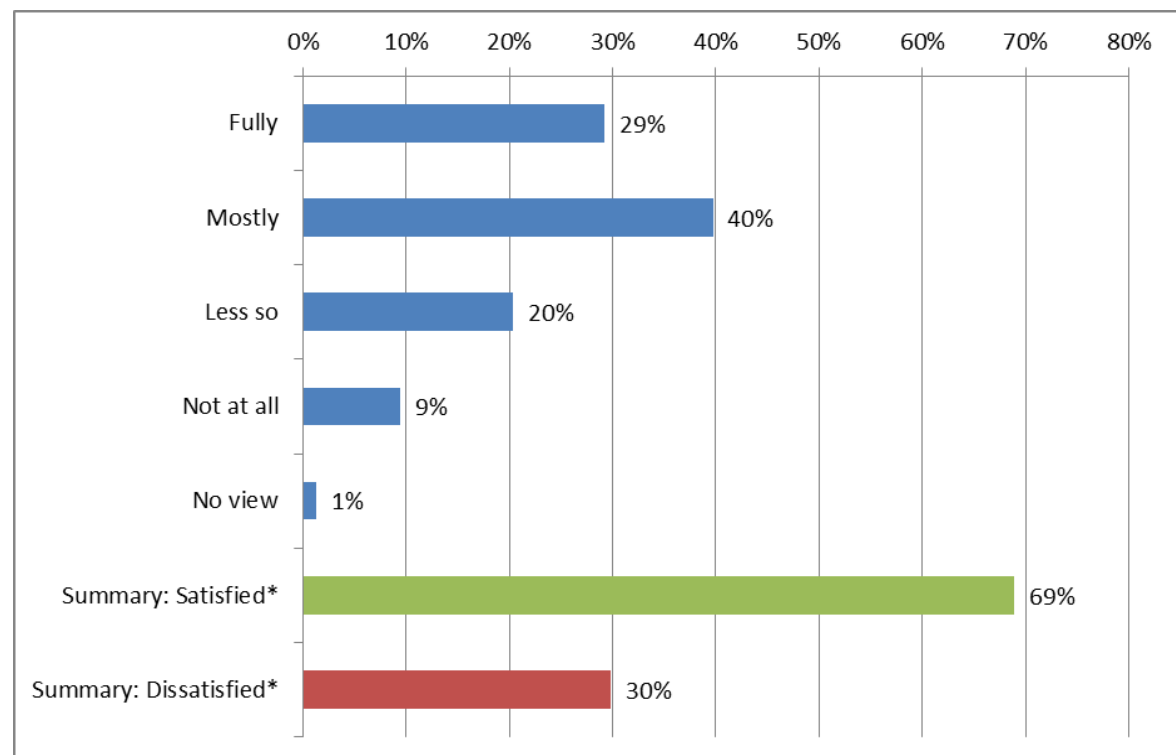
Percentage does not include those with "no view"

- 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 4: 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 2: Views of You and Your Job
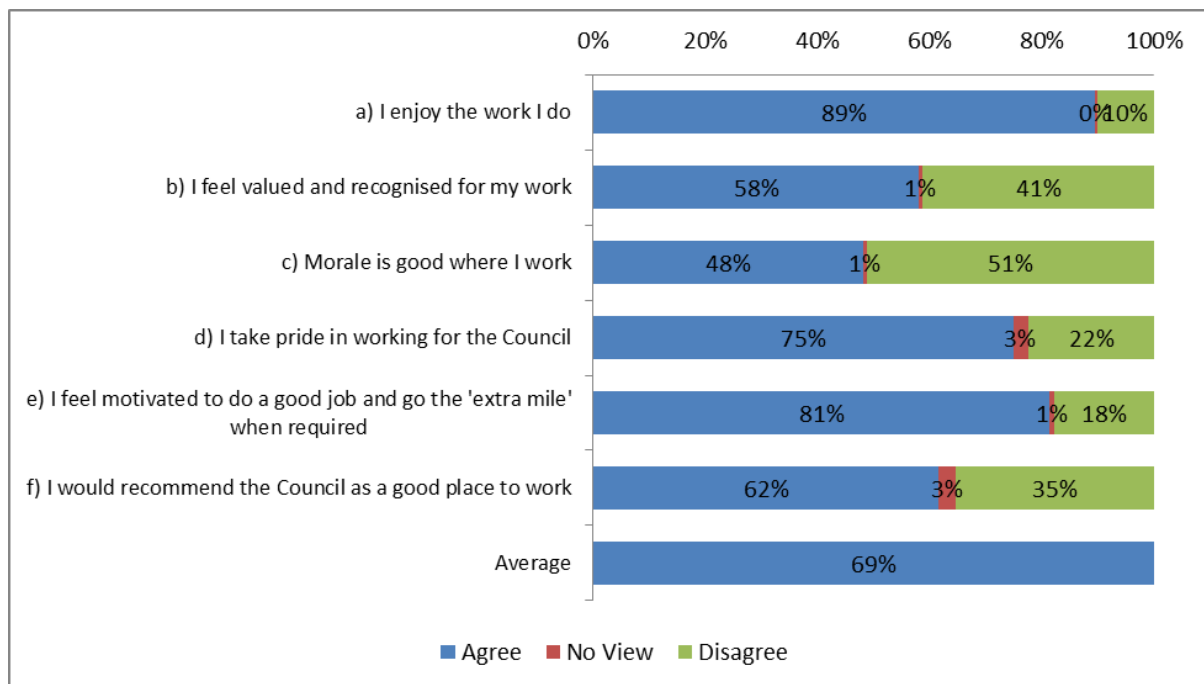
Leadership and Senior Management

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 3: Views of Senior Management
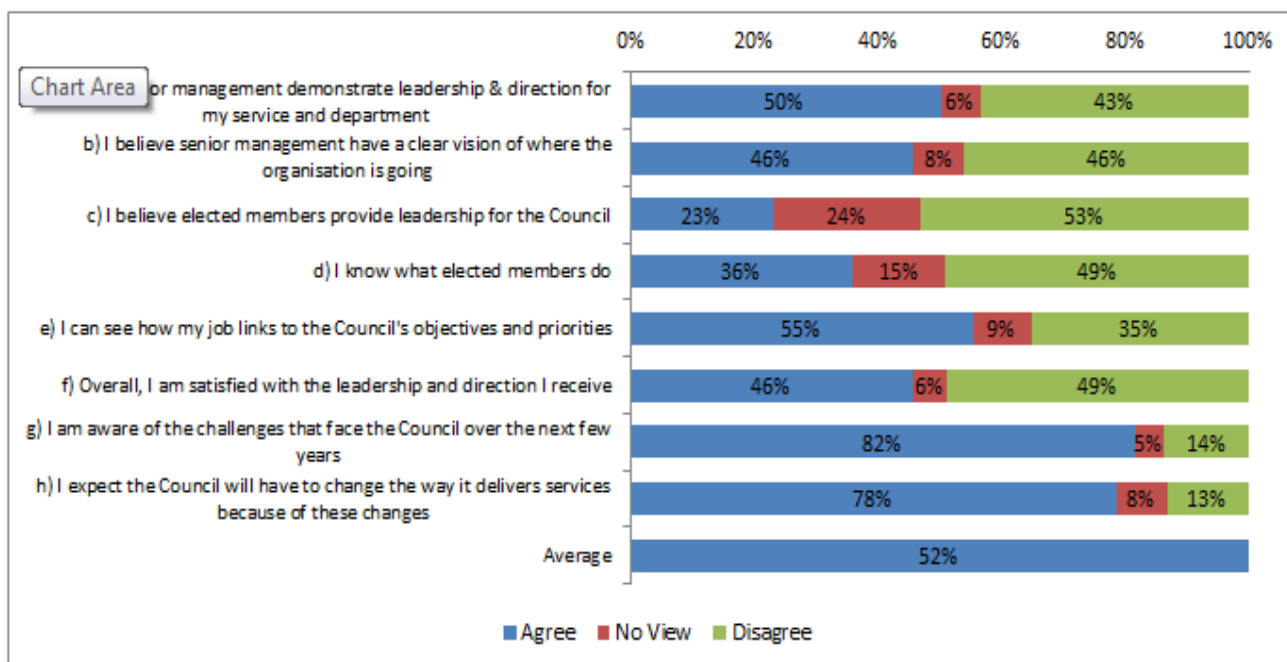
Supervision

- 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 4: Views of Supervision
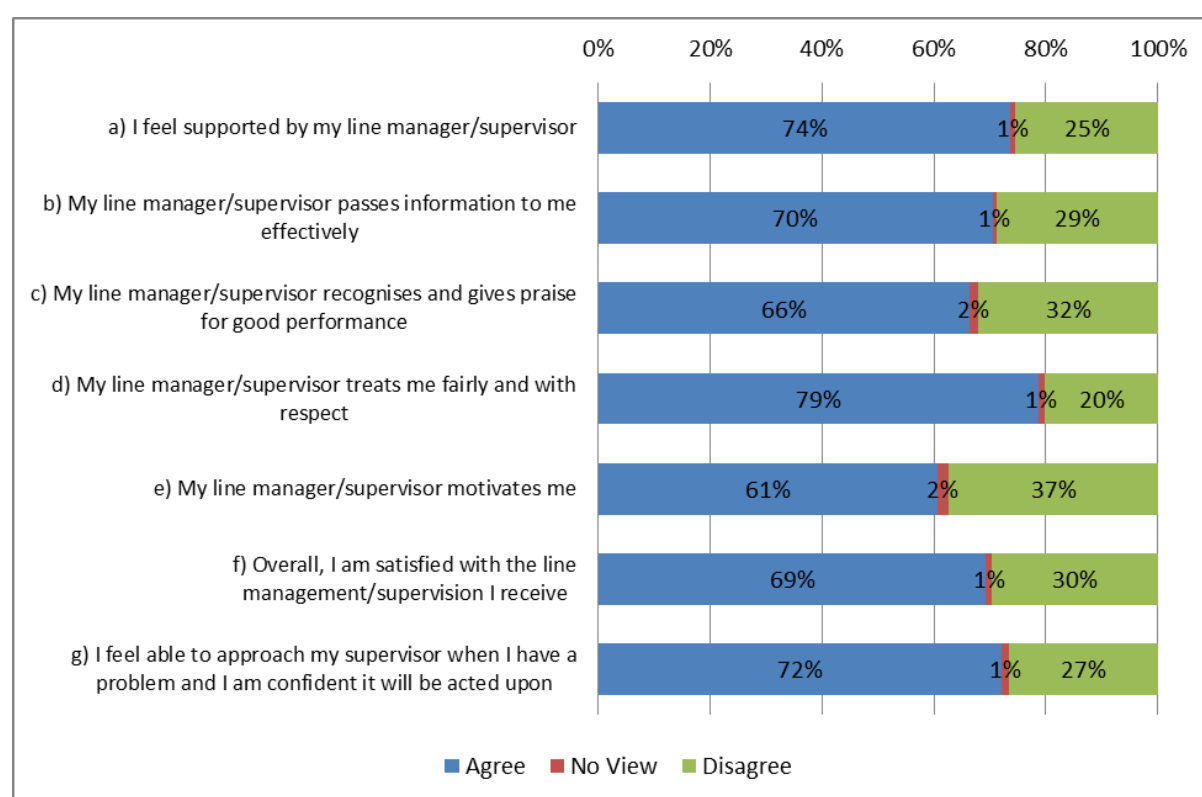
Communication

- 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 5: Views of Communication in the Council
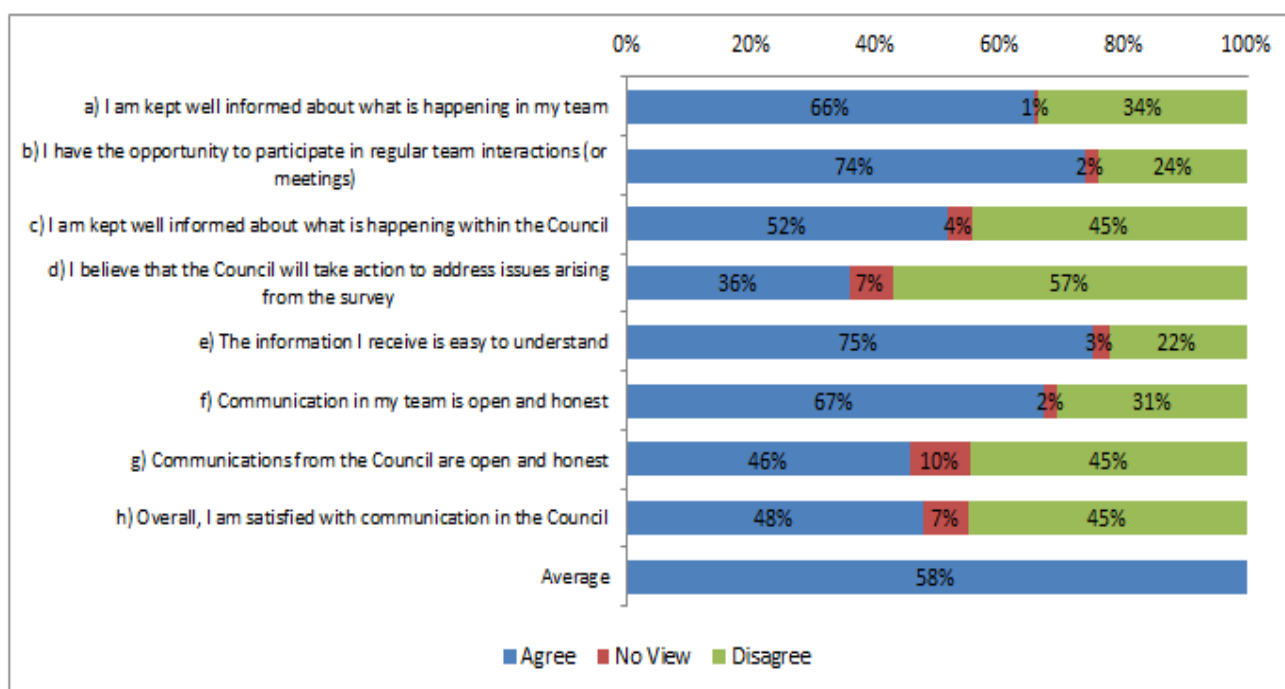
Training, Performance and Development

- 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.
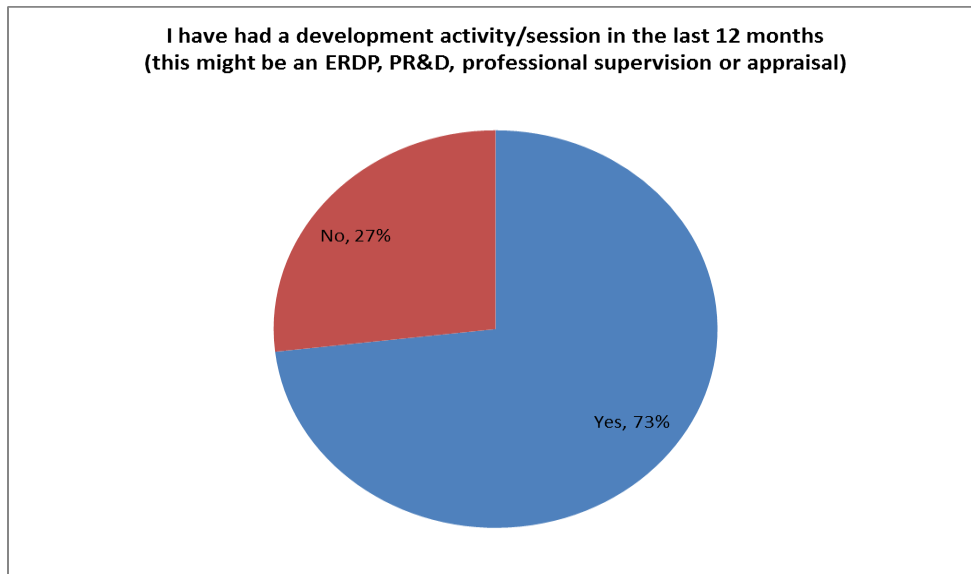
Figure 6: Training. Performance and Development
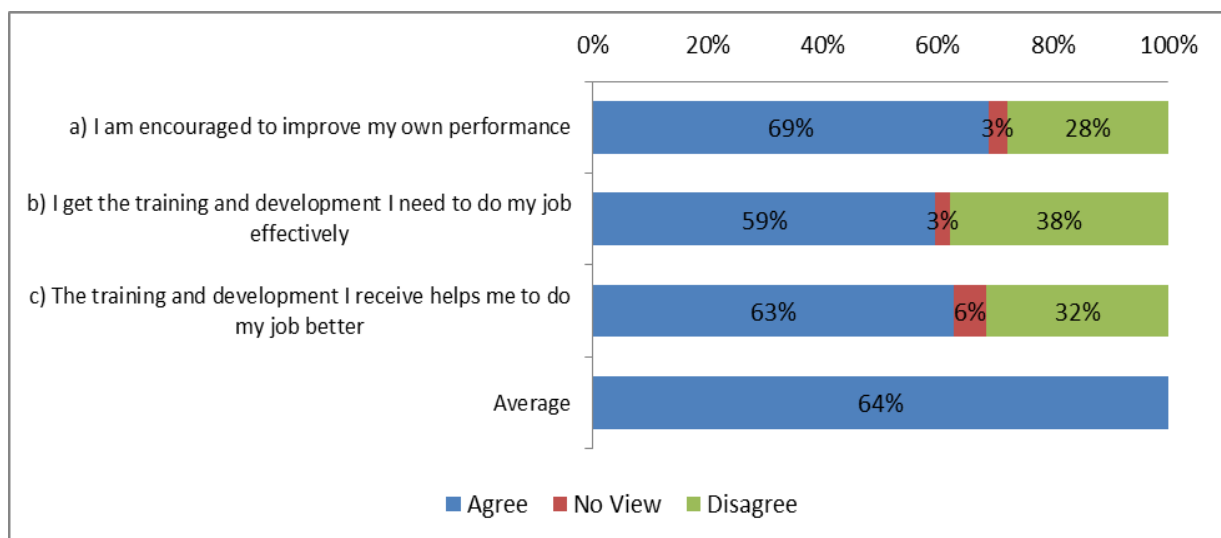
Figure 7: Appraisal within last 12 months

**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 (37%).

Figure 8: Views of Management of Change

0% 20% 40% 60% 80% 100%		
Overall I am satisfied with the way the change management process was handled	37% 15% 48%	
Average	37%	

■ Agree ■ No View ■ Disagree
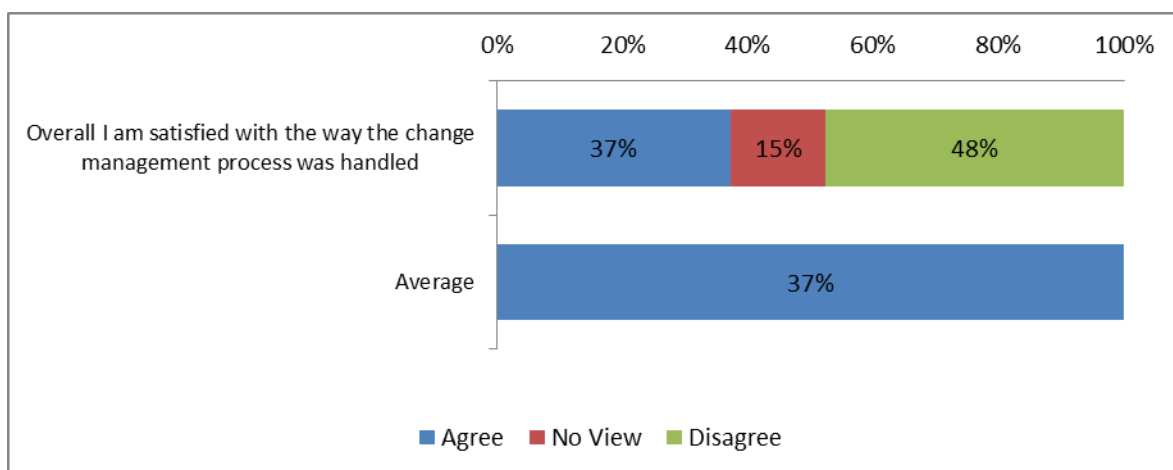
Workforce Culture

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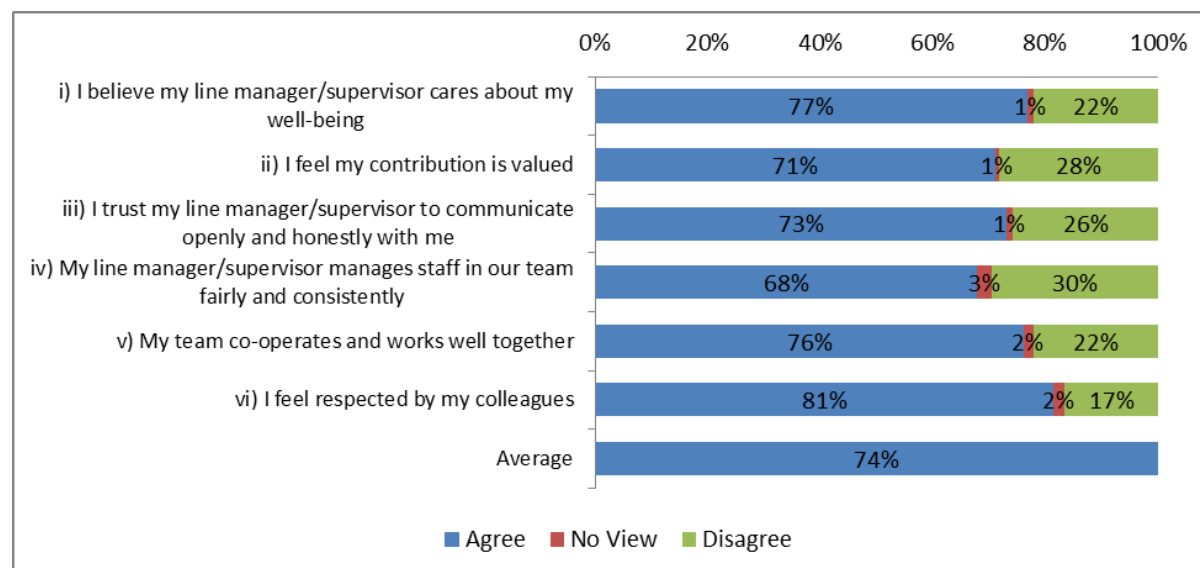
Work Related

- 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 10: Extent of agreement with statements about Work Related issues
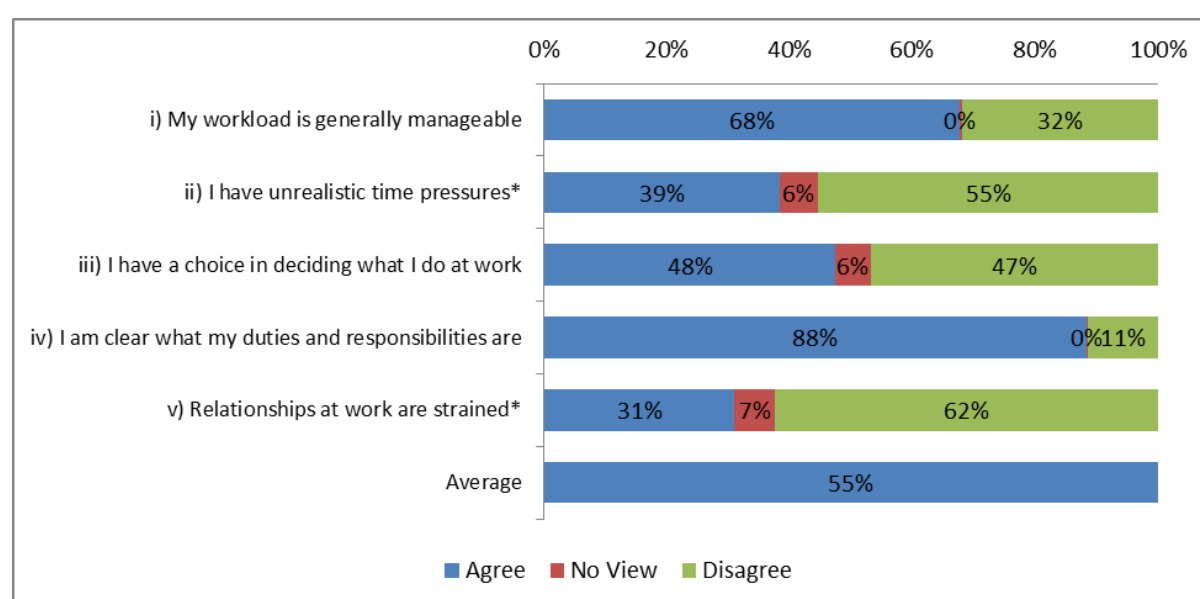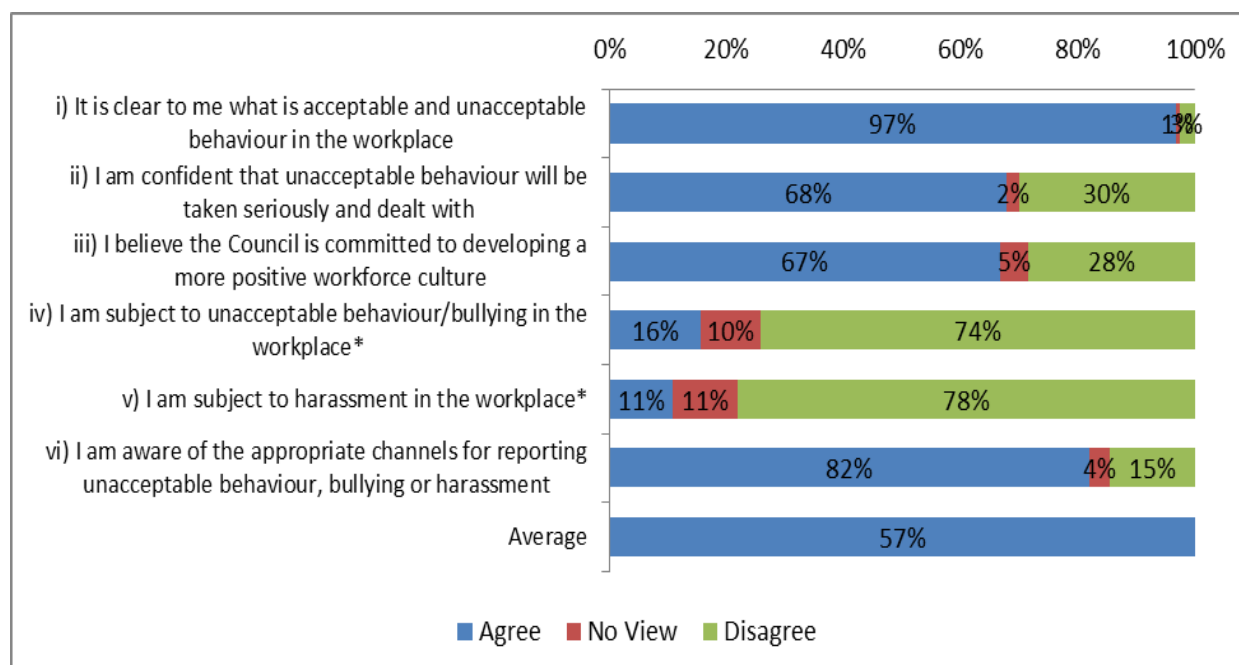

* indicates that the more employees whom disagree, the more positive the response.

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 11: 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 12: Extent of agreement with statements about employees' overall satisfaction
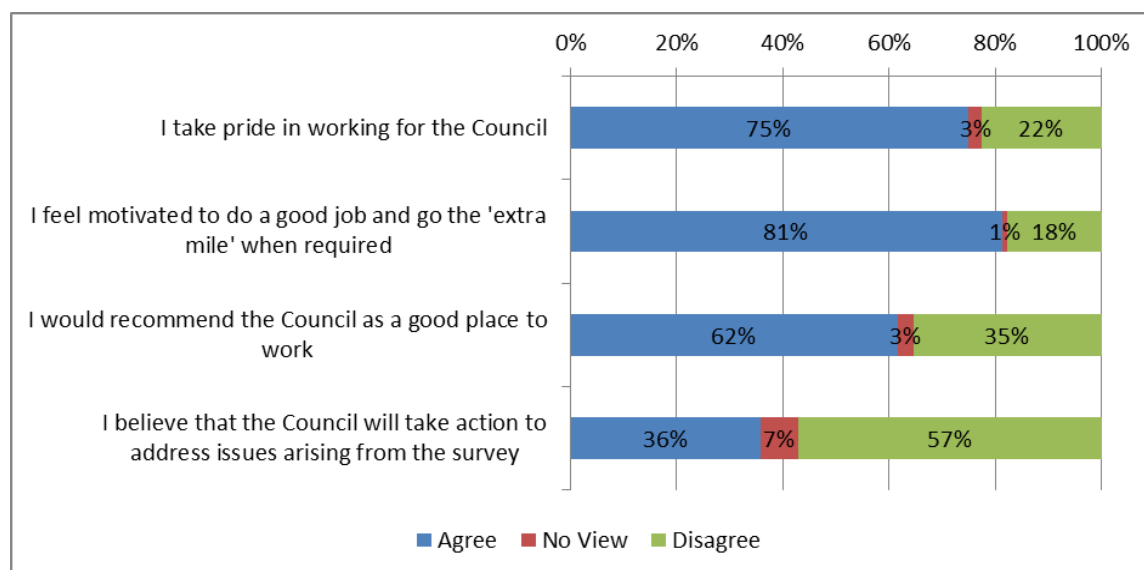
Health and Safety

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 13: Extent of agreement with statements about Health and Safety
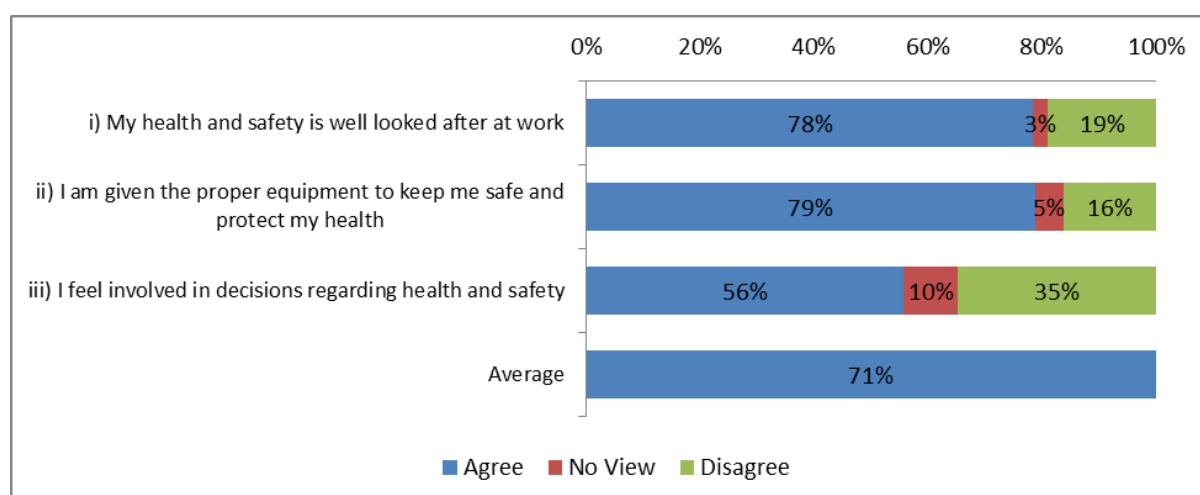
Conclusion

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 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 5: 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

Actions from 2017 Survey:

➤ Disaggregating to incremental approach bespoke to each service e.g. for up to 200 employees

➤ Development of a performance target for survey results

➤ Adaptation of solutions to suit services

➤ Develop proposal(s) and timeline to progress with manageable sections of the workforce following discussions with management teams on survey results

➤ Include monitoring arrangements