

Calderdale Council 2010 Staff Survey Results



- Context
- Response rates
- Areas of focus 2009
- Employee engagement index
- Strategic awareness
- Areas for investigation and attention
- Areas of good practice and improvement
- What are employees most positive about?
- What are employees most neutral about?
- What are employees least positive about?
- Drivers of engagement
- Key areas for focus

“Counting the cost of cuts: 12,000
council workers told jobs at risk”

Manchester Evening News

“...cuts which could axe 1,000
council jobs in Calderdale”

Halifax Evening Courier

“Council workers warned of
cash cuts threat to jobs”

Independent

“Council to cut 350 jobs
and cut workers' pay”

dash.com/Rochdale

“Council workers' jobs
left in limbo by cuts”

South Yorkshire Times

“Cuts are coming our way: Elderly
and council staff first to be hit”

Halifax Evening Courier

Response rates

Category	Response Rates	Respondents
Economy & Environment	65%	437
Children & Young People	51%	512
CEO & DCEO	46%	365
Safer & Stronger Communities	46%	404
Adult, Health & Social Care	41%	385
<i>Category Not Given</i>	--	39
Council 2010	50%	2,142
Council 2007	26%	--
Council 2009	40%	--
Local Government Benchmark	52%	--

Key strengths

Development of staff
and making good use
of skills

Employees are
confident in their own
work and skills

Commitment to 'Value
for Money' Service

Improvement opportunities

Perceptions of the
Council's Services

Perceptions of decision
making & leadership

Change management

Areas to investigate further

Communication

Recognition

Performance
appraisals

Employee engagement within the Council

- Employee Engagement Index for the Council in 2010 is 60%, 4% increase on 2009 (56%).
- All areas Improved since 2009, particularly pride and views on local people's satisfaction with Council services.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from LG BM	Var. from 2009	Var. from 2007
64. It would take a lot to get me to leave this Council	18	35	27	14	6	52	-	+4	
65. I feel a strong sense of belonging to Calderdale Council	17	37	28	13	5	54	+7	+4	
66. I feel committed to the success of the Council	25	51	18			77	-	+1	
67. I am proud to work for Calderdale Council	23	42	27	6		64	-1	+6	+1
68. I am happy to speak positively about the Council with family, friends and others outside work	21	43	26	8		64	-	+3	+17 ^t
69. I believe that local people are satisfied with the services provided by the Council	5	28	42	20		34	-	+6	
70. I believe that local people are satisfied with the services provided by me	21	55	21			76	-	+4	

^t change in text from previous survey

Strategic awareness

- Most employees are aware of 'Everyone different, Everyone matters' although a proportion would like more information.
- Few employees are aware of 'Fresh Start' suggesting more work is needed to embed this initiative, and there is mixed but improving awareness of the 'eight key outcomes'.

	Fully aware	Aware but need more info	No	Positive	Var. from 2009
32a. Are you aware of Grasp the Nettle (Y/Yes but would like more information/N)	68	17	16	84	-4 <i>t</i>
32b. Are you aware of Everyone different, Everyone matters	79	16	6	94	-1 <i>t</i>
32c. Are you aware of Fresh Start	19	21	60	40	
32d. Are you aware of the eight key outcomes	40	30	30	70	+8 <i>t</i>

t change in text from previous survey

Internal areas for investigation and attention

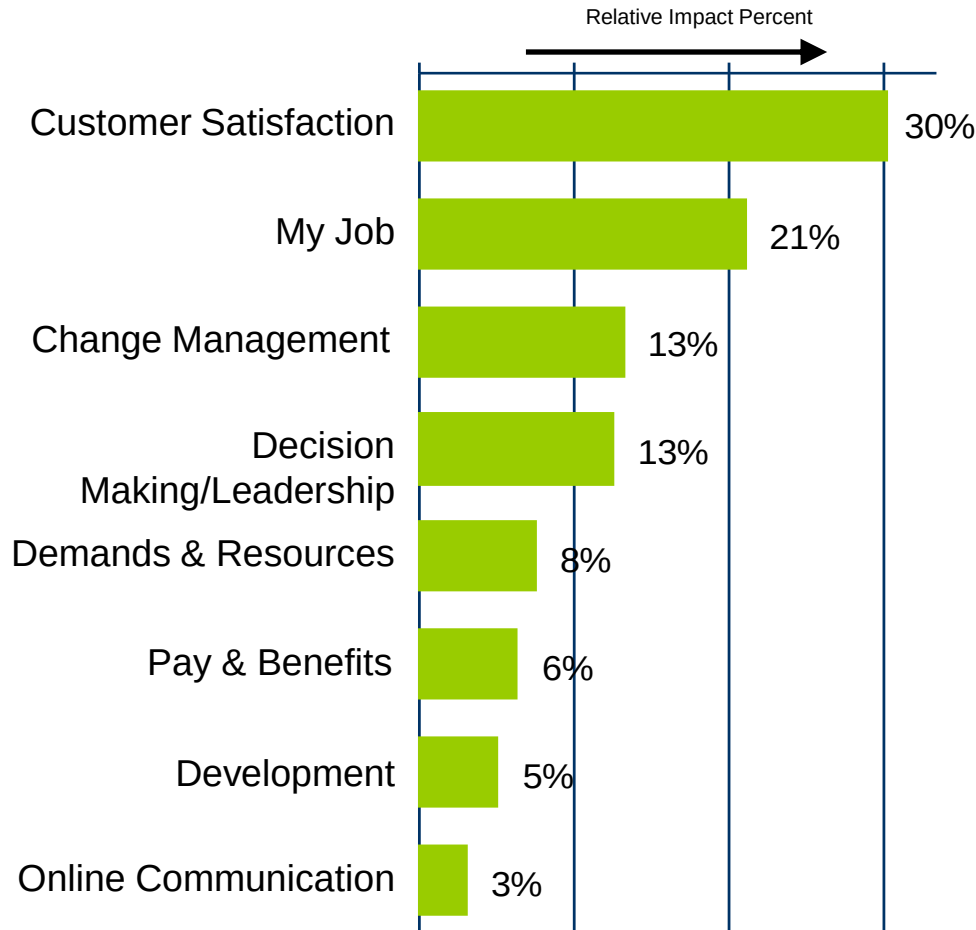
Council headline	Internal areas for investigation and attention
Job security Feeling that have job security 13% positive, down 26%	Across all Directorates there have been declines in the extent to which employees agree they have job security. The largest decline is seen in Children and Young People (down 32% from 2009). The lowest level of agreement can be seen within Adults Health and Social Care with just 9% agreeing. Such a shift in opinion has been seen across many public sector organisations over the last few months and in part can be seen as a reflection of the current economic environment. Despite this, perceptions of job security can have wider ramifications with stress and can be a 'push factor' for employees looking to gain more secure employment.
Effective leadership Providing effective leadership 29% positive, down 8%; Confidence in decisions, 23% positive, down 8%	Perceptions of effective leadership by Group Directors and Heads of Service and confidence in decision making have declined across all Directorates with the exception of Adults, Health and Social Care. The largest declines in opinion in response to these questions can be seen within Children and Young People; levels of agreement have declined by 20% and 21% respectively. All areas within Children and Young People have seen notable declines in this area.
Development Opportunities for personal development and growth 53% positive, down 7%	63% of Adults, Health and Social Care and Children and Young People employees are positive about this area, however just 41% of Safer and Stronger Communities are. Such differences may provide an opportunity for sharing good practice internally. The largest decline in satisfaction with opportunities for personal development and growth has been seen in Economy and Environment where opinions have dropped by 18% to 50% positive. In many organisations budgets for formal training and development have been constricted over the past year. Where this is the case, it may be feasible to provide coaching or less formal ways of developing staff.

Internal areas of good practice and improvement

Council headline	Internal areas of good practice and improvement
Speaking up Opportunity to contribute views before changes are made 44% positive, up 16%	The largest improvement in feeling able to speak up was made within Economy and Environment (up by 23%), however employees in the Chief Executive's/Deputy Chief Executive's Office are the most positive (49%). Whilst there is increased agreement that there are the opportunities to contribute views, a difficulty often seen within organisations is whether employees give their views and make suggestions in practice. It is possible by involving employees within the action planning of the survey to build upon this improvement in order to ensure that a culture of 'employee voice' and innovation is further embedded.
Performance appraisals Helping employees focus on improving performance 61% positive, up 8%	Children and Young People are the most positive about whether, during their last performance appraisal, their manager helped them to improve their performance (70%). The greatest improvement can be seen within Adults, Health and Social Care in comparison to 2009 (up by 10%). 83% of employees have had an appraisal in the past year and the improvement illustrates the approach is seen as appropriate and helpful for most who have had one. Aside from the formal processes, there has been a slight improvement of 4% in whether employees feel the manager helps them to be more effective in their job.
Key outcomes Awareness of the 8 key outcomes 70% positive, up 8%	Awareness is largely consistent across the Directorates with Children and Young People the most positive (77%), though the greatest shift in awareness compared to 2009 is within Adults, Health and Social Care, Children and Young People have also shown improvement (up 17% and 10% respectively).

Key Drivers of Engagement

- Key driver analysis is used to understand which issues are having the greatest impact on engagement.



- 8 themes were found to be significant drivers of employee engagement within the Council
- Overall “My Job” is an area to celebrate.
- Aspects of “Customer Satisfaction”, “Change Management” are areas to focus on to improve.

What are employees most positive about?

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from 2009	Var. from 2007
60. People in my team treat customers with respect and consideration	46	49				95	-3	
23. I believe I have the necessary skills and knowledge to do my job effectively	42	51	5			93	+2	0 <i>t</i>
52. I believe face to face meetings are an effective way of communicating change	33	58	7			92		
37. I provide my line manager with support when he/she needs it	37	53	9			90	0	
3. I have opportunities to use my initiative within my job	37	47	9	5		85	-1	+1 <i>t</i>

t change in text from previous survey

What are employees most neutral about?

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from 2009
46. During the work towards Better Working: Better Services, I feel I have been treated with dignity and respect	25	52	12	7	29	0	
54. I believe Councillors provide effective leadership	14	49	26	10	15	0	
47. I was communicated with in a timely manner about Better Working: Better Services	22	48	18	9	25	-3	
48. During the Budget Review Consultation I feel I have been treated with dignity and respect	32	47	11	7	36		
58. I have confidence in the decisions made by Group Directors and Heads of Service	20	45	20	11	23	-8	

What are employees least positive about?



Key areas for focus

Decision Making & Leadership

- Councillors providing effective leadership and confidence in their decisions – with both confidence in Councillor decisions and belief Councillors provide effective leadership appearing for the 2nd year in the bottom 3 positive responses.
- Group Directors and Heads of Services providing effective leadership and decision making.

Change management & communication

- Bringing employees on board with changes and effectively communication reasons behind change.
- Perceptions of job security and morale.
- Communications – being kept informed about matters affecting employees.

Perceptions of customer satisfaction

- Improvements in how the Council is viewed as providing value for money.
- Improved perceptions in how the Council is efficiently running its services.

Summary

Celebrate & continue to build on success

Jobs making good use of skills and abilities, providing a sense of personal accomplishment and scope for initiative

Perceptions of immediate line managers

Satisfaction with working conditions and that health and safety is taken seriously

Team co-operation

Improvement opportunities

Decision making and leadership

Change management and communication

Perceptions of customer satisfaction

Investigate further

Satisfaction with recognition received

Development within a challenging environment

Incidence of inappropriate behaviour, confidence in reporting and belief that action will be taken

Satisfaction with benefits