

PERTH AND KINROSS COUNCIL

24 February 2016

EMPLOYEE ENGAGEMENT SURVEY 2015

Report by Depute Chief Executive, HCC, (Corporate and Community Development Services) and Chief Operating Officer

This report advises Council members of the Employee Engagement Survey 2015 results. The full Council Summary is attached in Appendix 1. A trend analysis from 2008 is attached in Appendix 2.

1. BACKGROUND / MAIN ISSUES

- 1.1 Our annual Employee Engagement Survey forms a key element of the Council's ongoing commitment to supporting employee engagement, and presents a consistent opportunity for all employees to share their views on a range of topics, such as communication, team spirit and customer service.
- 1.2 The Survey, which runs during the month of September each year, has 17 questions, and also space to offer comments on whatever subject is important to staff at that moment. Survey questions are presented as positive statements, and respondents are asked to indicate the extent to which they agree or disagree. For summary results, responses to 'strongly agree' and 'agree' are aggregated to illustrate levels of agreement for each question.
- 1.3 Survey results help create a 'snapshot' of employee experience at a particular point in time, and information arising (in the form of upwards and downwards trends, and comments) creates an opportunity to check our progress, and take action to address any results indicating areas of challenge. It is important to note that survey results are dynamic and will be influenced by specific circumstances within various business areas.
- 1.4 Employee Engagement Survey Results 2015
 - 1.4.1 In 2015, 3289 employees took time to participate in the survey, resulting in an overall response rate of almost 64% - the highest ever response rate since the survey began in 2008 when the response rate was 48%. The consistency of the increase in overall response rate suggests that participating in the Employee Engagement Survey continues to be a meaningful experience.
 - 1.4.2 Average levels of agreement with statements for full Council results have reached 77%, the highest average level of agreement so far.

1.4.3 Some highlights at Council level include:

- 83% of respondents know how their job contributes to the Council's objectives (almost 82% in 2014)
- 70% of respondents consider at work their development is encouraged and supported (almost 69% in 2014)
- 79% of respondents feel they have sufficient opportunities to raise issues with their manager about change at work (78% in 2014)

1.4.4 Improvements at Service level include:

- 82% of Chief Executive's Service feel their team has a good team spirit (68% in 2014)
- 89% of Education and Children's Services feel their team is passionate about delivering excellent customer service (86% in 2014)
- 72% of Housing & Community Care feel they have the right tools, equipment and information to do their work effectively (68% in 2014)
- 75% of The Environment Service feel they have sufficient opportunities to raise issues with their manager about change at work (72% in 2014)

1.4.5 The full Council and Service results summaries can be viewed on the Councillors Help and Information Page (CHIP).

1.5 Learning from the Results

1.5.1 Survey results were issued to Services/Teams in October and November 2015. Talking through results at Service and Team level is the most valuable aspect of the survey, aiming to ensure that staff have the opportunity to shape and deliver improvements within their area of operation. Results have been reviewed as part of the Chief Executive's one-to-one meetings with Deputy Chief Executives, and also Deputy Chief Executives' one-to-one meetings with Directors. The results are also factored into the 'How Good is our Council' process undertaken by services. Of prime importance is ensuring that improvement actions from the Employee Survey are incorporated into Business Management & Improvement Plans, and Team Plans so that progress can be actioned and monitored.

2. **CONCLUSION AND RECOMMENDATIONS**

2.1 The Employee Engagement Survey remains a key part of the Council's approach to continuous improvement, and the consistently high response rates indicate confidence in the Survey process. Looking at the results over the seven year period, the trends represent a positive picture, particularly at a time when the Council is experiencing unprecedented and sustained financial challenge, and undertaking significant transformational changes. This overview confirms the effectiveness of the Council's ongoing commitment to supporting people through challenging times.

2.2 The Council is asked to:

- (a) Note the results of the 2015 Employee Survey, and the measures being undertaken to learn from these results.

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Name	Designation	Date
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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 Through the activity and engagement of the Council's workforce, this report relates to all Community Plan themes.

Corporate Plan

- 1.2 See 1.1 above.

2. Resource Implications

Financial

- 2.1 Not applicable

Workforce

- 2.2 Not applicable.

Asset Management (land, property, IT)

2.3 Not applicable.

3. Assessments

Equality Impact Assessment

3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

3.3 This is not applicable to this report.

Legal and Governance

3.4 Not applicable.

Risk

3.5 Not applicable.

4. Consultation

Internal

4.1 The Corporate Human Resources Manager has been consulted in the preparation of this report.

External

4.2 Not applicable.

5. Communication

- 5.1 The Chief Executive delivered a video announcement regarding the availability of results and this was displayed on the homepage of the Council's intranet site, eric. Results were displayed on the Employee Survey eric page. Each Service announced the availability of the results by way of email alert announcements, Service news pages on eric and Service newsletters.

2. BACKGROUND PAPERS

There are no background papers.

3. APPENDICES

- Appendix 1 – Employee Engagement Survey Full Council Results Summary for September 2015.
- Appendix 2 – Employee Engagement Survey Full Council Results Trend Analysis from 2008.

EMPLOYEE ENGAGEMENT SURVEY – September 2015 FULL COUNCIL RESULTS SUMMARY

The survey was made available to 5175 employees across Perth & Kinross Council; 3289 employees responded giving a response rate of 63.56% (61.74% in 2014)

Overall results for 2015 are summarised in the table below, and set out alongside results for previous years (dating back to 2008).

Question	Aggregated Responses	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %	Change from 2014
1. I am clear what is expected of me at work.	Agree	86.5	89.8	88.7	88.3	87.4	89.1	89.0	89.6	Up 0.6
	Neither agree nor disagree	7.1	5.9	6.9	7.2	7.9	7.1	7.3	6.5	
	Disagree	4.7	3.6	4.2	4.4	4.6	3.8	3.8	3.9	
2. I am treated fairly at work.	Agree	80	82.7	80.7	83.1	81.9	82.6	84.9	83.6	Down 1.3
	Neither agree nor disagree	12.5	10.9	11.9	10.5	11.3	11.6	10.2	10.9	
	Disagree	5.7	5.3	6.3	6.4	6.7	5.8	4.9	5.5	
3. There is a good fit between the job I do and my skills and abilities.	Agree	81.3	84.3	83.3	84.0	83.6	85.1	85.7	86.1	Up 0.4
	Neither agree nor disagree	10.3	9.6	10.4	9.7	10.5	8.8	9.1	8.9	
	Disagree	6.5	4.8	6.3	6.3	5.9	6.0	5.1	5.0	
4. I have the right tools, equipment and information to do my work effectively.	Agree	70	73.3	75.2	71.8	71.4	71.5	72.1	71.5	Down 0.6
	Neither agree nor disagree	15.7	15.1	14.3	17.1	16.2	15.3	15.0	15.0	
	Disagree	11.9	10.5	10.5	11.1	12.5	13.2	12.9	13.5	
5. My role provides me with a daily opportunity to use my strengths.	Agree	72.6	77.8	77.4	79.8	77.5	78.6	79.9	80.1	Up 0.2
	Neither agree nor disagree	16.1	14.1	14.7	12.9	14.7	13.5	13.7	13.0	
	Disagree	8.3	6.4	7.9	7.3	7.7	7.8	6.5	6.9	

EMPLOYEE ENGAGEMENT SURVEY – September 2015

Question	Aggregated Responses	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %	Change from 2014
6. I receive regular recognition and praise on my performance at work.	Agree	48.9	54	55.2	55.5	53.6	56.5	60.5	61.0	Up 0.5
	Neither agree nor disagree	25.5	26.1	24	25.8	24.9	24.4	23.8	23.0	
	Disagree	23.2	18.8	20.9	18.6	21.4	19.0	15.6	16.1	
7. At work my development is encouraged and supported.	Agree	60.7	64.5	63.2	65.1	63.6	65.9	68.7	69.5	Up 0.8
	Neither agree nor disagree	23.2	23.2	22.3	22.5	22.7	21.8	20.4	19.7	
	Disagree	13.9	11.3	14.5	12.3	13.7	12.3	11.0	10.8	
8. I am treated as an individual.	Agree	74.5	77.3	77.5	77.9	76.5	77.2	79.7	79.6	Down 0.1
	Neither agree nor disagree	15.9	14.7	14.1	15.0	15.8	15.9	14.2	14.4	
	Disagree	7.4	6.5	8.3	7.1	7.7	7.0	6.0	6.0	
9. At work my views and opinions seem to count.	Agree	59.1	63.8	63.1	63.6	62.5	64.6	67.5	67.7	Up 0.2
	Neither agree nor disagree	25	22.5	22.7	22.9	23.1	22.1	21.1	20.1	
	Disagree	13.5	12.6	14.2	13.5	14.4	13.3	11.4	12.2	
10. My team has a good team spirit.	Agree	69.4	71.6	67.5	69.5	66.6	67.6	73.1	71.5	Down 1.6
	Neither agree nor disagree	14.6	15.5	16.9	16.9	17.5	17.3	16.2	15.7	
	Disagree	13.8	11.6	15.7	13.5	15.9	15.1	10.7	12.8	
11. The people I work with are committed to doing their best.	Agree	80.7	83.9	83.9	86.0	84.1	85.0	88.0	87.4	Down 0.6
	Neither agree nor disagree	12.3	11.2	11.3	10.2	12.0	11.3	8.7	9.2	
	Disagree	4.5	3.6	4.9	3.8	4.0	3.7	3.2	3.3	

EMPLOYEE ENGAGEMENT SURVEY – September 2015

Question	Aggregated Responses	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %	Change from 2014
12. I know how my job contributes to the Council's objectives.	Agree	76	77.8	79.8	79.9	80.2	81.0	81.6	83.0	Up 1.4
	Neither agree nor disagree	17.2	16.7	15.6	15.9	15.6	15.4	14.5	13.6	
	Disagree	4.5	4	4.6	4.1	4.2	3.6	3.8	3.5	
13. I am given the freedom to solve problems.	Agree	72	74.3	76.7	78.0	76.7	78.7	80.3	80.1	Down 0.2
	Neither agree nor disagree	17.8	17.6	16.7	16.0	15.8	15.1	14.8	14.8	
	Disagree	8	6.8	6.5	6.0	7.5	6.3	4.8	5.1	
14. My team are passionate about delivering excellent customer service.	Agree	77.3	80	81.6	82.4	81.0	82.8	84.3	84.6	Up 0.3
	Neither agree nor disagree	15.8	14.5	13.7	14.2	14.9	13.7	13.1	12.5	
	Disagree	4.8	3.9	4.9	3.4	4.2	3.4	2.6	2.9	
15. Any problems that could stop me giving the best customer service are dealt with.	Agree	53.6	61.6	62.3	62.8	61.7	64.6	66.0	65.3	Down 0.7
	Neither agree nor disagree	29.2	25.8	25.5	25.8	25.3	23.7	23.3	22.7	
	Disagree	15.2	11	12.2	11.3	13.0	11.8	10.7	12.0	
16. I have sufficient opportunities to raise issues with my manager about change at work.	Agree		75.4	75.2	75.6	73.2	76.6	78.4	79.0	Up 0.6
	Neither agree nor disagree		15	14.6	14.8	16.1	13.7	13.7	13.1	
	Disagree		8.5	10.2	9.6	10.7	9.8	7.8	7.9	
17. I am able to cope with my workload.	Agree		63.5	61.5	72.7	71.7	72.6	74.1	72.3	Down 1.8
	Neither agree nor disagree		19.4	20.8	16.8	17.6	17.3	15.7	16.2	
	Disagree		16.2	17.6	10.4	10.6	10.1	10.2	11.5	

Percentages may not add up to 100% as some people may not have answered the question or due to rounding of figures

EMPLOYEE ENGAGEMENT SURVEY – September 2015

RESPONSE RATES BY SERVICE

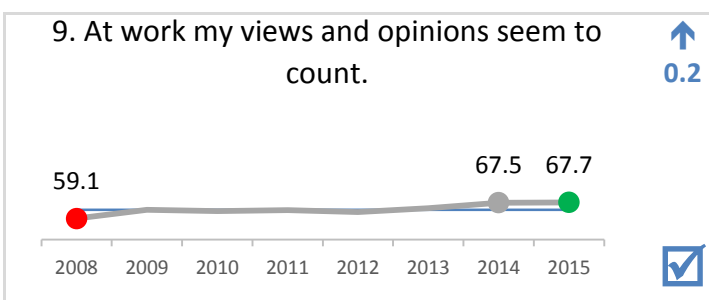
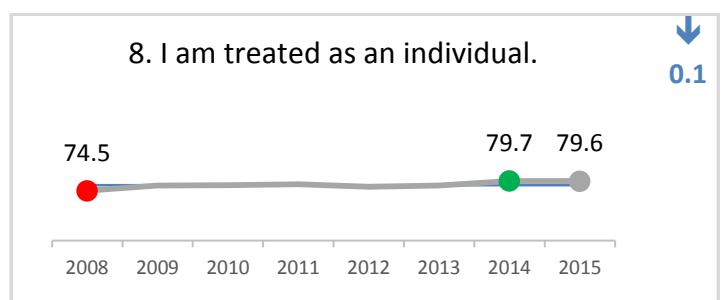
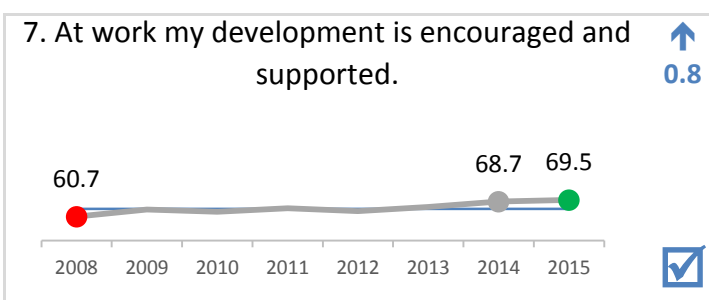
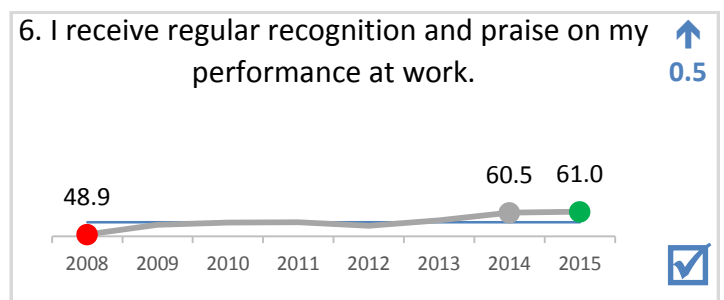
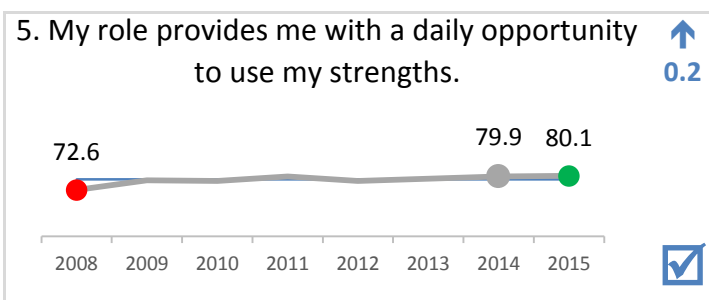
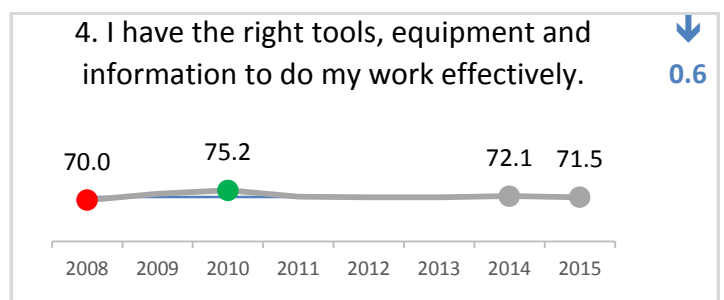
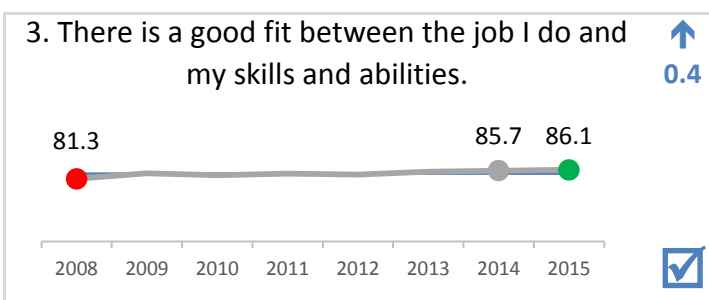
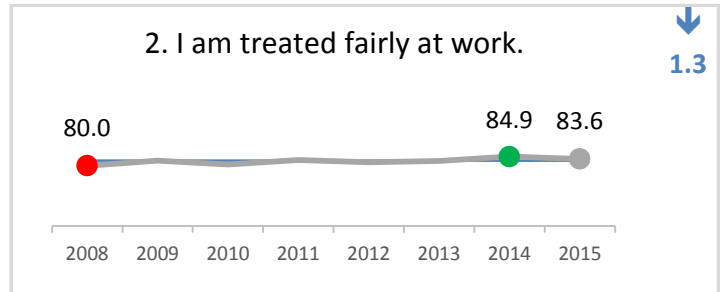
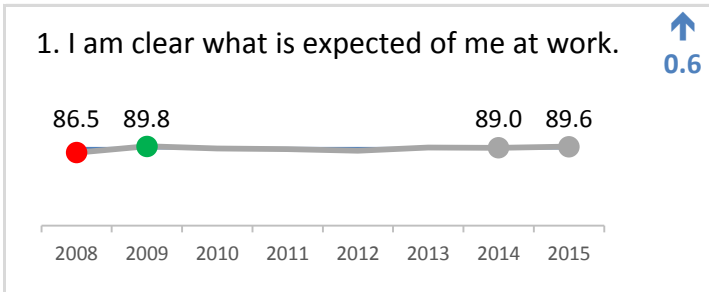
	2008 Pilot Surveys	September 2009 Survey	September 2010 Survey	September 2011 Survey	September 2012 Survey	September 2013 Survey	September 2014 Survey	September 2015 Survey
Service	Response Rate	Response Rate	Response Rate	Response Rate	Response Rate	Response Rate	Response Rate	Response Rate
CEX	71.40%	69.00%	76.70%	59.82%	58.19%	70.43%	74.34%	68.58%
ECS	37.90%	43.20%	41.10%	49.75%	40.07%	47.04%	57.43%	59.23%
HCC	54.50%	59.10%	61.70%	52.39%	65.84%	66.38%	57.69%	59.88%
TES	69.10%	73.50%	76.40%	75.76%	77.45%	84.78%	80.34%	83.89%
PKC Total	47.70%	51.60%	53.10%	54.59%	52.54%	58.07%	61.74%	63.56%

EMPLOYEE ENGAGEMENT SURVEY 2015

FULL COUNCIL RESULTS SUMMARY

The survey was made available to 5175 employees across Perth & Kinross Council and 3289 employees responded - a response rate of 63.6% (61.7% in 2014).

Results shown are combined responses of 'Strongly Agree' or 'Agree' as a proportion of the overall responses received.

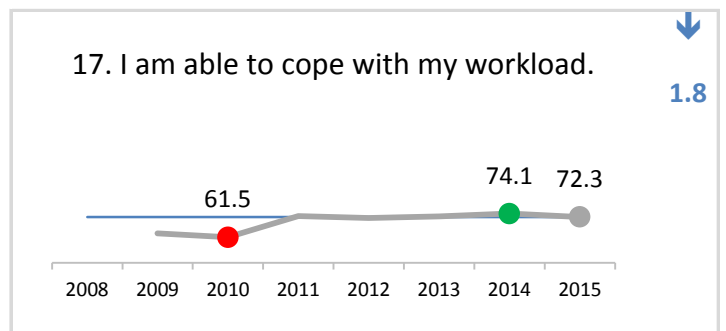
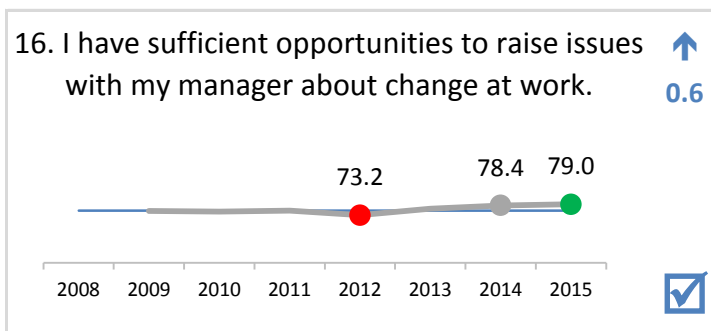
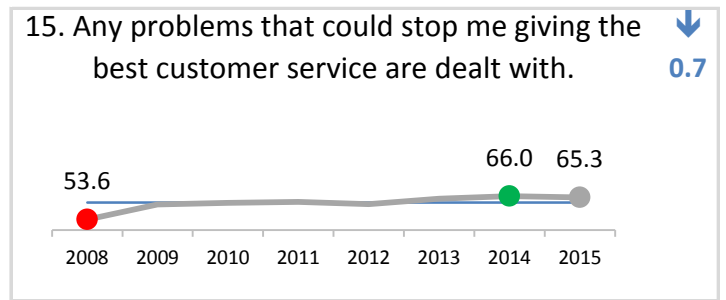
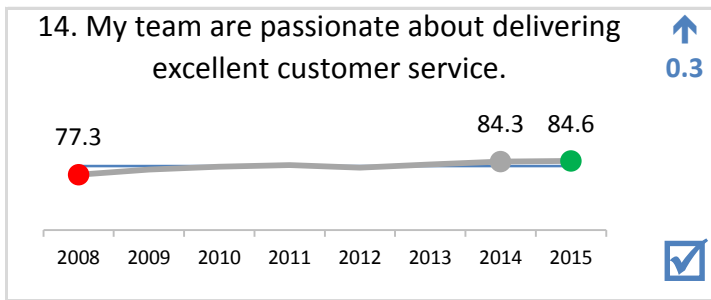
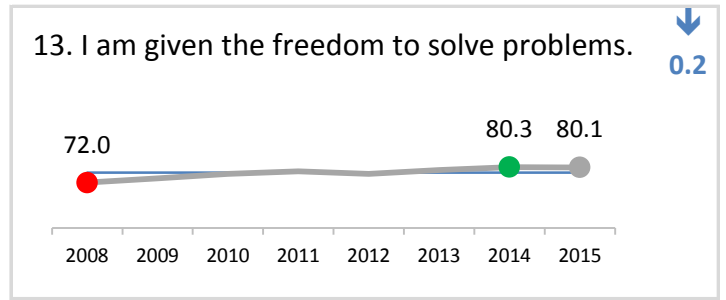
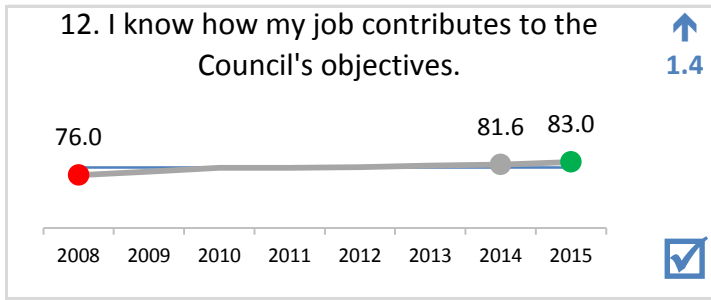
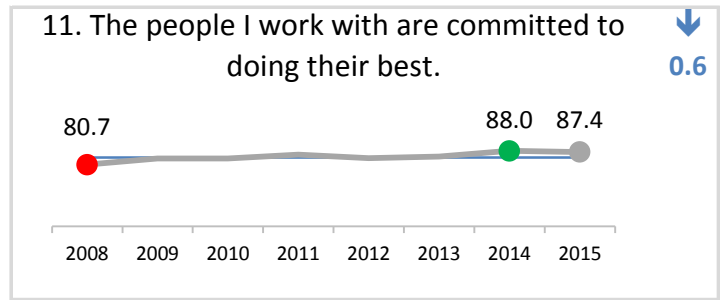
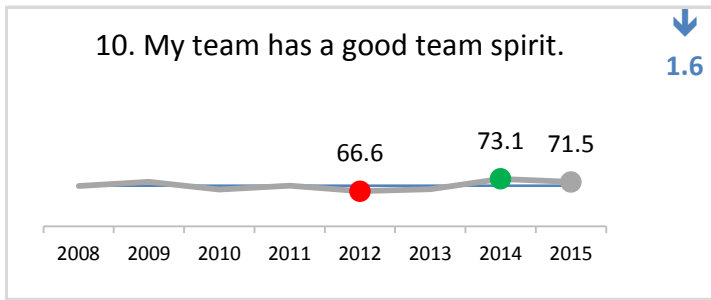


Key

- Maximum result
- Minimum result
- Median result
- ↑ ↓ Change from 2014
- ☑ Current result is maximum

EMPLOYEE ENGAGEMENT SURVEY 2015

FULL COUNCIL RESULTS SUMMARY



Key

- Maximum result
- Minimum result
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