Decision Maker	Employment Committee 19th February 2013
Subject:	Employee Opinion Survey Results
Report by:	Head of HR, Legal & Performance
Wards Affected	n/a
Key decision (over 250k)	n/a

1. Purpose

To present a report that provides Employment Committee with:

- results from the Employee Opinion Survey 2012 for information
- an outline of what these results tell us as part of an employee engagement framework
- some context as to how these results compare to other organisations

2. Recommendations

- That members note the results from the Employee Opinion Survey 2012.
- That members agree that a follow up report detailing the organisational and service level actions should be submitted to Employment Committee in 6 months discussing how services are using these results to influence the way they work.

3. Preparing and promoting the survey

3.1 Background

The last full Employee Opinion Survey (EOS) to measure staff satisfaction and engagement took place in June 2010. At the following Employment Committee (October 2010) it was agreed that a full Employee Opinion Survey would be conducted approximately every 2 years.

Subsequently the 'Employee Pulse', a shorter 'snapshot' survey has been developed to work alongside the EOS and is conducted on a six monthly cycle.

Through a detailed procurement and interview process Valuentis were appointed to conduct the 2012 Employee Opinion Survey, they also provided support, analysis and detailed reports on the results.

3.2 The Questions

A collaborative approach was taken to agree the most appropriate questions for the council and our current requirements. The core questions maintained a consistency with the last Employee Opinion Survey and the Employee Pulse to enable benchmarking.

However certain questions and themes have been introduced, changed or removed to reflect that the organisation and its priorities have evolved in the last two years: an example of this is where questions have been introduced relating to the organisational goal, the guiding principles and the Leadership and Management Programme.

We have also developed our knowledge of employee engagement and its drivers since the last Employee Opinion Survey, enabling us to use the question set to gain better insight into employee perception of our key engagement areas.

3.3 Communications

The survey was conducted throughout October 2012. Corporate and service communication channels were used to raise awareness of the survey and encourage participation. In order to increase participation levels from previous surveys, services were provided with interim statistics showing their completion rates to date.

Heads of Service were asked to help promotion by giving staff examples of where their feedback has contributed to change in their area.

The online survey link worked from any pc or smartphone (PCC or home), and to ensure all staff had the opportunity to complete the survey, we worked closely with services whose staff do not have ready access to PCs, helping them to distribute and return paper copies.

4. Response rate

	Total	Of which paper	Response rate
Adult Social Care	234	51	**27%**
Asset Management	64	7	**57%**
Audit & Performance Improvement	35	1	**90%**
Children's Social Care & Safeguarding	121	1	**31%**
Chief Executive Service	10	-	**91%**
City Development and Cultural Services	118	1	**45%**
Community Housing & Regeneration	68	1	**43%**
Community Safety	58	-	**55%**
Customer, Community & Democratic Services	122	3	**93%**
Education	89	10	**35%**
Finance	114	-	**60%**
HIDS - Children and Young People	16	-	**73%**
Housing Management	285	30	**48%**
Human Resources	86	1	**89%**
Information Services	115	-	**97%**
Legal	14	1	**56%**
Port	26	-	**28%**
Public Health	22	-	**96%**
Revenues & Benefits	80	-	**48%**
Transport & Environment	148	23	**47%**
Unattributable	29	29	**n/a**
OVERALL	**1,854**	**156**	**46.7%**

The overall response rate of 46.7% represents a significant improvement in response from previous staff opinion surveys (in 2010 it was 36%).

Staff were asked which service they worked in when completing the survey and in contrast to previous years, we also asked which team they were part of (although it wasn't mandatory to give an answer). This means that we now have detailed information at team level to help managers and heads of service see what their issues

and strengths are on a local basis and also allows for full management team ownership of the results.

This level of responses delivers a significance level of +/- 2% in the results and future policies and plans can confidently be based upon them.

5. The Results

5.1. Increases from the 2010 Employee Opinion Survey

The following table indicates all the scores that have improved since 2010 (where a comparison can be made). There is a consistent theme around improvements in how staff feel about management. The other themes that come through are feeling informed, proud to work for the council, giving and receiving feedback and some smaller increases in confidence in leadership. Where a question has been changed slightly, it is indicated with an 'R' for reworded.

	% agree	Change from 2010
30. The council gives me the opportunity to contribute my views and suggestions.	60%	+24% R
17. The balance of pay and benefits I receive is appropriate for my role (for example, paid leave, sick pay, pension etc.).	65%	+21%
45. My manager motivates and inspires me to be effective in my role.	65%	+19%
44. My manager treats me with fairness and respect.	81%	+18%
46. My manager is open to my ideas and suggestions.	74%	+14%
38. I have confidence in the leadership provided by the Chief Executive.	40%	+13% R
56. I am proud to work for the council.	62%	+10%
48. The feedback I receive helps me improve my performance.	60%	+8%
47. My manager regularly tells me how I'm doing.	59%	+7%
57. I believe the council will take action as a result of this survey.	39%	+6%
36. I feel well informed about the council.	54%	+6% R
39. I have confidence in the leadership provided by the Strategic Directors.	32%	+5% R
2. I have appropriate opportunities for development.	50%	+4%
15. Overall, considering the job I do, I think I am paid fairly.	49%	+2%
25. The council manages change effectively.	27%	+1%
19. I am satisfied with my physical working environment.	61%	+1%

3

5.1.1 Decreases from 2010 Employee Opinion Survey

There are four decreased scores from 2010. The decreases show a noticeable trend with scores around 'being able to strike the right balance between work and home life', a sense of personal accomplishment and recognition, and staff feeling they can do what they need to get done in their contracted hours, all decreasing. This points us to a collective feeling of staff beginning to feel more pressure at work and taking less satisfaction from the work they do.

	% agree	Change from 2010
55. I am able to strike the right balance between my work and home life.	68%	**-5%**
1. My work gives me a sense of personal accomplishment.	77%	**-5%**
54. I can do what I believe I need to get done in my contracted hours.	58%	**-8%**
16. Overall, I am satisfied with the recognition I get for doing a good job.	51%	**-14%**

5.2 Presentation of the results

Rather than present the full results in an ordered list the presentation of the results will follow the themes used in the question design.
The structure of the results will therefore be covered as follows:
- Transformation/change
- Communication
- Leadership
- LAMP
- PDR
- Engagement and People Management

Where we have comparable questions from the 2010 survey we have included the change in the second column.

The results are given as % agreement, meaning the number of people who agreed or strongly agreed with the statement.

Where the questions are presented with a green or lighter grey shading background , this shows that over 67% have agreed with the statement (around 2 out of 3), if white then 50% - 57% agreed, and if red or the darker grey indicates less than 50% agreement rate.

We will then move on to look at the results from a position of overall employee engagement.

5.2.1 Results for Transformation / Change questions

	% agree	Change from 2010
20. I understand why the council is transforming.	**80%**	-
22. I understand what the transformation means to me in my role.	**52%**	-
23. On the whole, I feel well informed about the transformation.	**51%**	-
21. I support the changes being made through transformation.	**50%**	-
26. My service manages change effectively.	**49%**	-
27. The council has recently released the shared organisational goal: "Working together to shape the great waterfront city". **I understand how my role contributes to this.**	**44%**	-
24. Overall, I feel well supported through the transformation.	**38%**	-
25. The council manages change effectively.	**27%**	+1%

Having taken advice on our scores compared to other organisations, we conclude that there is a very high level of understanding of the need to change. There is also good agreement from staff stating they feel well informed about transformation and understand how transformation affects them. However only just over a ¼ of those that responded feel the council manages change well, giving substantial area for improvement.

5.2.2 Results for Communication questions

	% agree	Change from 2010
35. I know where to get the information I need to do my job effectively.	**84%**	-
34. My team works well with other teams across the council.	**77%**	-
31. My service gives me the opportunity to contribute my views and suggestions.	**70%**	-
30. The council gives me the opportunity to contribute my views and suggestions.	**60%**	+24% R
36. I feel well informed about the council.	**54%**	+6% R
33. My service listens and responds to views and suggestions of staff.	**54%**	-

	% agree	Change from 2010
32. The council listens and responds to views and suggestions of staff.	**35%**	-

Staff responded positively to questions regarding communication, highlighting some good aspects of communication practice, such as team work across services and having access to information. There was a good improvement in staff feeling well informed and a significant improvement (up 24%) in staff feeling more opportunity to give views and suggestions.   The internal communication report elsewhere on the agenda will report on where there has been significant progress made.

While the results show a clear improvement in giving staff the opportunity to contribute views and suggestions (60%), only just over half of this figure (35%) believe that the council listens and responds to these. Although this figures rises to 50% within services, this indicates a clear area for improvement. We need to be demonstrating and letting staff know that we are taking action on their feedback.
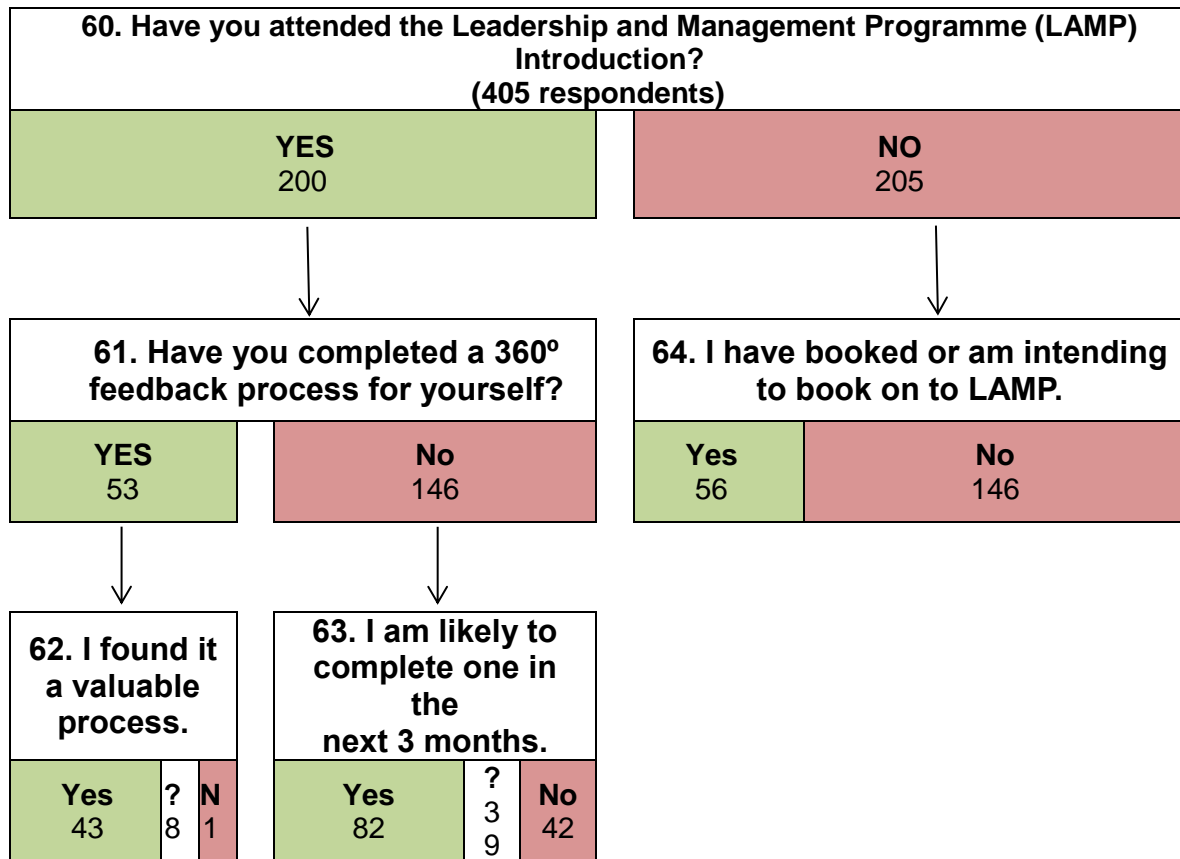
5.2.3 Results for Leadership questions	% agree	Change from 2010
42. I have confidence in the leadership provided by my immediate manager.	**69%**	-
37. I understand the role of Councillors in decision making.	**61%**	-
41. I have confidence in the leadership provided by my 3rd tier manager.	**57%**	-
40. I have confidence in the leadership provided by my Head of Service.	**54%**	-
38. I have confidence in the leadership provided by the Chief Executive.	**40%**	+13% R
39. I have confidence in the leadership provided by the Strategic Directors.	**32%**	+5% R

The Leadership results show some definite strengths around confidence in "my immediate manager". Although the results for Strategic Directors and the Chief Executive leadership are low, there has been some increase the confidence (up 5% and 13% respectively). Notably the scores here are for agreement rates, the remaining distribution for the Chief Executive was 43% answering 'neither/nor' and 17% 'disagree'; for the Strategic Directors it was 47% neither/nor and 21% disagreement.

In opinion surveys there is a phenomena called 'degrees of remove'. Valuentis who undertook and analysed the survey on our behalf are experts in this field and they have advised us research on employee opinion surveys shows that employees tend to be less satisfied with managers or activities that are further away from their own sphere of work. In other words, the nearer we are to something or someone, the higher we score our confidence in it (e.g. "I'm pretty good, you're not bad, my manager's ok, not sure about my manager's manager and their manager wouldn't have a clue!"). This is borne out in the results for "the council" and "my service" questions, where "my service" always scores

better than "the council". While this doesn't suggest the Leadership results could not be improved, they do follow the expected pattern.

5.2.4 Results for Leadership and Management Programme (LAMP) questions

60. Have you attended the Leadership and Management Programme (LAMP) Introduction? (405 respondents)	
YES 200	**NO** 205

61. Have you completed a 360º feedback process for yourself?		64. I have booked or am intending to book on to LAMP.	
YES 53	**No** 146	**Yes** 56	**No** 146

62. I found it a valuable process.			63. I am likely to complete one in the next 3 months.		
Yes 43	**?** 8	**N** 1	**Yes** 82	**?** 39	**No** 42

Members will recall the LAMP programme was introduced to enhance and develop the management skills that will be needed as PCC moves through the transformation programme. A core focus of the programme is to help managers develop the skill required to engage their staff.

Attendance on the programme was not compulsory but was strongly supported by SDB. An analysis of the success of the programme is covered in the relevant report but questions within the Employee Opinion Survey were used to gauge a different level of feedback from managers.

The questions on the LAMP programme were only seen if you identified yourself as a line manager. The results show that about 50% of our line managers have attended the LAMP introduction (as expected for year one), and of those who have done their 360 degree feedback nearly 80% have found it a valuable process.

Of those who have not done a 360 feedback process for themselves, there are a small majority who do intend to complete one.

Of those who haven't attended LAMP, three quarters say they have no intention of doing so. This issue is considered in the LAMP report.

5.2.5 Results for PDR questions

	% agree	Change from 2010
10. I have had a performance development review (PDR) in the last 12 months.	**60%**	-
12. In my PDR, my work objectives were jointly agreed.	**86%**	-
11. I believe that in my PDR, my performance was accurately evaluated.	**80%**	-
13. In my PDR, my training needs were jointly agreed.	**79%**	-
14. Overall, I found my PDR a useful experience.	**55%**	-

This is the first time we have asked all staff about their PDR, and it gave us an opportunity to get some evaluation of the new PDR process bought in earlier this year.

Of the 60% staff who have had a PDR, there are very high scores regarding the process itself, with staff considering their performance was accurately evaluated and work objectives and training needs jointly agreed. There is then a significant drop in staff who found it a useful experience which may point to a gap in the understanding of what a PDR is meant to do. However some initial staff discussions have indicated this may also be influenced by the high quality of 1-1 / supervision meetings and therefore the perceived lack of added value of a PDR.

5.2.6 Results for People Management questions

The last category is 'people management'. These are the areas which focus on understanding organisation values, day to day interactions with managers, working environment, pay, benefits and so forth.

	% agree	Change from 2010
8. I know what skills I need to do my job effectively.	**93%**	-
5. In my service, we conduct our activities with honesty and integrity.	**85%**	-
43. I can reach my manager as often as I need to.	**85%**	-
44. My manager treats me with fairness and respect.	**81%**	+18%
1. My work gives me a sense of personal accomplishment.	**77%**	-5%
46. My manager is open to my ideas and suggestions.	**74%**	+14%

Question	%	Change
7. I have received the training I need to perform my job.	73%	-
18. I have the resources I need to do my job effectively (for example, PC, equipment, supplies etc.).	72%	-
55. I am able to strike the right balance between my work and home life.	68%	-5%
4. At the council, we conduct our activities with honesty and integrity.	66%	-
45. My manager motivates and inspires me to be effective in my role.	65%	+19%
28. Have you heard of the council's "guiding principles"?	65%	-
17. The balance of pay and benefits I receive is appropriate for my role (for example, paid leave, sick pay, pension etc.).	65%	+21%
29. The guiding principles are apparent in the day to day activities of my team.	64%	-
9. I understand what I would need to do to develop my career.	63%	-
56. I am proud to work for the council.	62%	+10%
3. I am satisfied with the opportunities I have to use my skills at work.	61%	-
19. I am satisfied with my physical working environment.	61%	+1%
48. The feedback I receive helps me improve my performance.	60%	+8%
47. My manager regularly tells me how I'm doing.	59%	+7%
54. I can do what I believe I need to get done in my contracted hours.	58%	-8%
16. Overall, I am satisfied with the recognition I get for doing a good job.	51%	-14%
2. I have appropriate opportunities for development.	50%	+4%
15. Overall, considering the job I do, I think I am paid fairly.	49%	+2%
*6. I believe that senior managers are in touch with the issues that affect me at work.	48%	-
53. My service supports me to improve my health and wellbeing.	48%	-
49. Underperformance is dealt with effectively by my manager.	45%	-
58. I believe my service will take action as a result of this survey.	45%	-
52. The council supports me to improve my health and wellbeing.	44%	-
57. I believe the council will take action as a result of this survey.	39%	+6%
*51. The wellbeing of staff is considered by senior management when making important decisions.	39%	-

9

50. My manager has asked for feedback about their performance in the last 12 months.	29%	-

(*Senior Management was defined as 3rd tier i.e directly reporting to a Head of Service or above)

There is a good distribution across the results, with a number of 'red' results within a few tenths of a percentage point for the next classification up.

Results around 'me', 'my manager' and the way we do things are very positive, with aspects of local working really strong.

There are also three big increases around 'my manager' from 2010, and are illustrative of a significant improvement in the way that managers are working with their teams and are discussed further in the LAMP report:
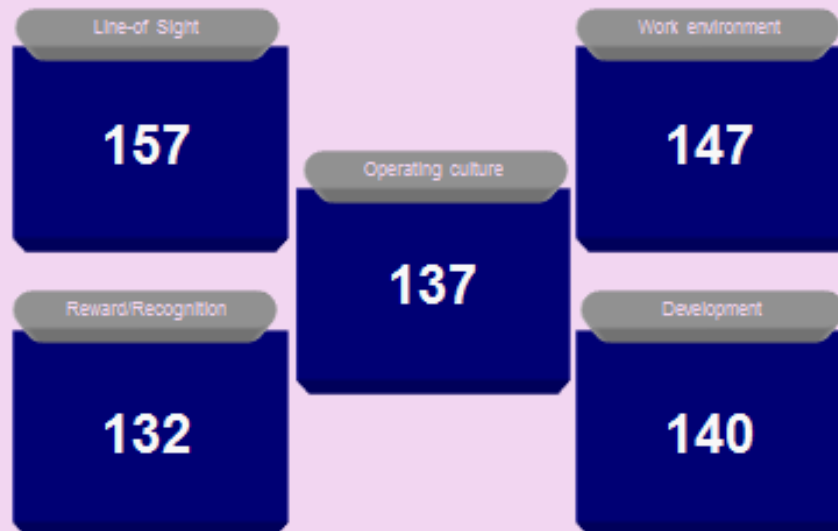- 44. My manager treats me with fairness and respect. **+18%**
- 45. My manager motivates and inspires me to be effective in my role **+19%**
- 46. My manager is open to my ideas and suggestions **+14%**

In two of the green areas we see two small decreases, both of 5%, in "My work gives me a sense of personal accomplishment" and "I am able to strike the right balance between my work and home life". Whilst not significant decreases, they are part of a notable trend around people feeling more pressured, with higher expectations on outputs or performance and possibly fewer colleagues with whom to share the load.

6.0 Employee engagement scores for Portsmouth City Council

From our staff survey results for 2012 and 2010 Valuentis have been able to calculate an 'engagement score' for each of the above areas as well as an overall engagement score. Each area is allocated a possible maximum score of 200 points – leading to a total of 1000. If everyone answered each question as "neither agree nor disagree" each box would have a score of 120 points - an overall total of 600.

Portsmouth City Council score of 713

Line-of Sight	Work environment
157	147

Operating culture
137

Reward/Recognition	Development
132	140

Scores based on responses to VaLUENTIS' engagement framework. Each domain is scored out of 200, with 120 representing a 'neutral' response. Overall score is out of 1,000 with 600 representing a 'neutral' response.

21   www.portsmouth.gov.uk

Increase of 27 points from 2010 (based on retrospective calculation)

Line-of Sight	Work environment
+9	same

Operating culture
+12

Reward/Recognition	Development
-2	+7

Scores based on responses to VaLUENTIS' engagement framework. Each domain is scored out of 200, with 120 representing a 'neutral' response. Overall score is out of 1,000 with 600 representing a 'neutral' response.

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6.2 Employee engagement framework
Applying the results of our survey to an employee engagement framework assists us in seeing the results as a whole. There are a number of models of staff engagement, but all

11

have core principles which look at how engaged individuals feel with their employer and work and what ensures optimum conditions for productivity. The model used by Valuentis breaks down engagement in the following way:
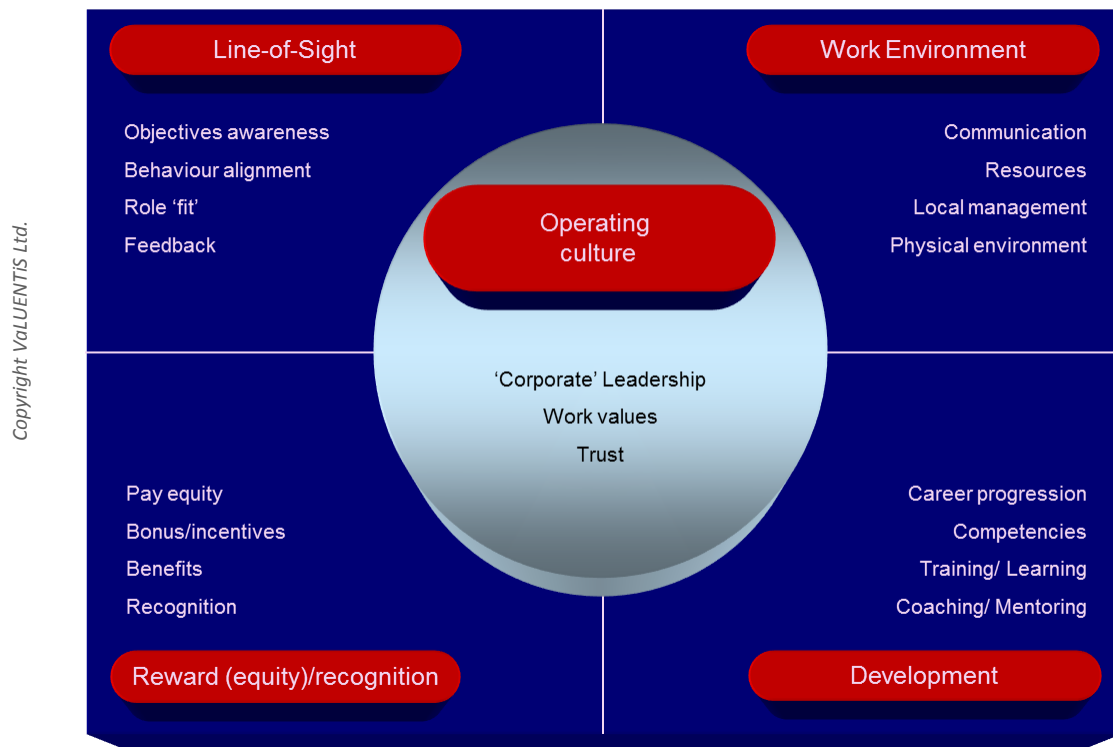
Line of sight - How staff roles contribute to broader objectives; how performance is assessed; understanding of what staff should be doing.

Work environment - The 'day to day' experience of working here, including physical environment; interaction with colleagues and managers; communication; teamwork.

Development - Whether staff have had the training they need; how they view career opportunities; how they can develop their skills.

Reward - Whether staff feel they're paid fairly; whether effort is recognised and appreciated.

Operating culture - How things get done here; trust in senior management; belief in our vision and values.
From our staff survey results for 2012 and 2010, Valuentis have been able to calculate an 'engagement score' for each of the above areas as well as an overall engagement score. Each area is allocated a possible maximum score of 200 points – leading to a total of 1000. If everyone answered each question as "neither agree nor disagree" each box would have a score of 120 points - an overall total of 600.

6.3 Comparison to other organisations

Valuentis have worked with a number of other organisations and were able to give us some comparison scores. This list of comparison companies although not individually identified does illustrate their engagement scores. Valuentis took care to select large, unionised companies to help make the comparison more meaningful.

Valuentis system recognises any score above 600 as positive. In this instance therefore the PCC score of 713 demonstrates staff are positive overall and the comparison indicates this is a high score when compared to other large organisations with whom Valuentis has worked.

713 – Portsmouth City Council
689 - UK Rail
683 - NHS England
680 - NHS Acute Trusts
660 – sample UK private sector companies (3,000 employees+)
659 - UK Higher Education

Overall, the opinion of Valuentis is that "PCC is in the top quartile of all organisations we have worked with in the last 12 months".

7.0 Conclusions: Acting on the results

While it is good to know that PCC are doing well compared to other organisations, the council now needs to act on these results. There is a wealth of data that can be used to further explore sickness levels, performance, recruitment and retention. While the results show some clear areas for improvement at an organisational level, having the results also at a service and team level gives the council and heads of service a level of detail which will assist in identifying and addressing issues and improvements at a local level. The results have been shared with heads of service who will be using them as part of their business and operational planning. The employee engagement team have also requested that they visit each service DMT in the next 4 months to discuss with managers how they have been able to use the results in their areas.

We are therefore proposing to report back to Employment Committee in 6 months with a further report which details what action will be taken at an organisational level and service examples of where the results will/have been used to make improvements or inform actions for staff.

8. Equality impact assessment (EIA)

n/a

9. Legal Implications

There are no legal implications arising from the recommendations contained in this report.

10. Head of Finance comments

There are no direct financial implications arising from the recommendations contained within the report.

Signed Jon Bell …………………………………… Date
Head of HR, Legal and Performance