

The Highland Council

Transport Environmental and Community Services Committee 6 February 2014

Agenda Item	14
Report No	TEC 12/14

Improvement Action Plan in Response to the 2012 Employee Survey

Report by Human Resources Business Partner (TECS)

Summary

This report invites Members to approve an Improvement Action Plan which has been developed in response to the results of the 2012 Employee Survey following direct consultation with staff and Trade Unions within the service.

1. Introduction

- 1.2 The sixth Employee Survey was carried out from 3 September to 5 October 2012 with 3,534 returns overall, a return rate of 33.1%. TECS return rate was 36.7%.
- 1.3 Staff had the option of completing the Survey online or by paper, and arrangements were put in place within TECS to encourage staff that do not have access to a computer to complete paper returns within working time.
- 1.4 Results were analysed at both Corporate and Service level. The survey contributed to the Council's employee engagement agenda and assists with fulfilling the Council's equalities duties as an employer.
- 1.5 A report providing a brief summary of the Top line results for the Council was presented to the Finance, Housing and Resources Committee on 28 November 2012, (FHR-58-12).
- 1.6 The results from the main sections of the Employee Survey for TECS were presented to TECS Committee on 14 March 2013 with information on results where TECS responses were better than Highland Council average as well as those where responses did not indicate sufficient progress or where the responses were significantly behind the Council average. These are reproduced in **Appendices A and B**.

2. Development of Improvement Plan and actions undertaken

- 2.1 As stated in committee report of March 2013 it was accepted that due to the fact that TECS carries out a wide range of functions and that staff are organised in different ways across the Service, it would be unlikely that a set of Improvements would fit all parts of the Service, although there may well be common themes.

- 2.2 In discussion at TECS Senior Management Team meetings and in conjunction with TECs Human Resources Business Partner it was agreed that further work be done to discuss the results from the Employee Survey with staff to help uncover the underlying causes of issues/concerns raised through the employee survey and develop action points which can be included in the overall Improvement Plan for TECS.
- 2.3 Volunteers were invited from each section and from each geographical area within TECs to ensure equitable representation. Unfortunately we were unable to persuade staff within the front line 'manual' grades to come forward to attend discussion meetings and only two meetings were held (one in Inverness and the second in Drummuie).
- 2.4 The results from these meetings in terms of issues identified are depicted in **Appendix C**. From these results there were clearly a number of actions which could be implemented immediately by senior management team building on existing good practice and utilising corporate tools such as the employee development management training programme. These included:
- Giving feedback on performance
 - Giving praise for good work
 - Employee engagement
 - Partnership working
 - Management development
- 2.5 The Head of Roads and Community Works arranged consultation meetings with all Roads and Community staff and Trade Union representatives throughout the Highland area at each depot, to discuss service changes, budgetary issues and proposals put forward by management. This has been followed up by agreeing with the Trade Unions further locally based meetings with staff to consult and develop solutions to changes that can be implemented to meet demands on service delivery in the future.
- 2.6 Each TECS section management team have received a briefing on the Employee Review and Development process which replaces PDP as good management practice in developing employee engagement from induction process throughout the working life of all staff to ensure continued employee engagement and development and effective management of our most important resource.
- 2.7 As a result of employee survey results and the initial actions undertaken as outlined above a Service Action Plan has been developed and is attached as **Appendix D**.
- 2.8 As stated due to the diversity of the service each Section manager, with representatives from their teams, will use the plan to create actions for their own part of the Service. This will ensure continued engagement with staff that is appropriate and relevant allowing specific actions to reflect needs of the section across the Service.

- 2.9 Progress against the action plan will be monitored through the Performance and Risk Management System on a quarterly basis, and reported to Finance, Housing and Resources Committee in October 2014.

3. New Service Structure

- 3.1 The Action Plan as detailed in **Appendix D** has been developed following consultation with staff and Trade Union representatives within TECS, however following the Council's decision to restructure Services staff in TECS will move to either Community Services or Development and Infrastructure. The Action Plan will therefore be rolled forward to the new Services as appropriate.

4. Implications

- 4.1 There are no additional resource implications as the actions proposed can be taken forward within current resources.
- 4.2 An equalities impact assessment was done in relation to the overall survey. In addition, the survey itself enquired about barriers to employment or development on account of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.
- 4.3 There are no legal implications arising from this report.
- 4.4 There are no negative impacts on climate change actions arising from this report. By making better use of technology staff travel should reduce and this will contribute to the Councils carbon reduction targets. Implications arising from this report.
- 4.5 Risk is a consideration in any change management process and the actions that will be proposed for improving communication and addressing workload and stress are expected to mitigate existing risks.

5. Recommendation

- 5.1 Members are invited to approve the Improvement Plan, as contained in **Appendix D**, and note that these actions will be rolled forward to the new services as appropriate.

Designation: Human Resources Business Partner (TECS)

Date: 27 January 2014

Author: Kateryna Zork, HR Partner

Background Papers: Employee Survey 2012

Appendix A

Responses to General Questions

Question	Response	TECS						Council
		2000	2003	2005	2007	2010	2012	2012
How satisfied or dissatisfied are you with your present job?	Satisfied	60%	45%	59%	58%	59%	58%	67%
	Dissatisfied	22%	38%	25%	24%	24%	23%	19%
How would you rate the Highland Council as an employer compared with other organisations you know about?	Best / Above Ave	32%	21%	33%	28%	34%	36%	32%
	Worst / Below average	21%	38%	26%	29%	23%	18%	19%
Your job offers interesting work	Satisfied	57%	57%	66%	66%	68%	67%	81%
	Dissatisfied	12%	15%	11%	13%	10%	12%	5%
Pay	Satisfied	43%	31%	34%	30%	39%	41%	49%
	Dissatisfied	40%	52%	46%	52%	40%	38%	32%
Good employment benefits	Satisfied	75%	76%	74%	73%	76%	75%	69%
	Dissatisfied	8%	7%	8%	10%	7%	7%	10%
Job Security	Satisfied	53%	39%	63%	53%	46%	55%	58%
	Dissatisfied	21%	35%	13%	20%	26%	17%	19%
Supportive colleagues	Satisfied	58%	51%	60%	57%	56%	56%	74%
	Dissatisfied	18%	23%	16%	20%	17%	20%	11%
Working Hours	Satisfied	74%	73%	78%	75%	78%	81%	76%
	Dissatisfied	12%	13%	8%	9%	7%	6%	11%
Working Environment (e.g. health and Safety, security)	Satisfied	60%	52%	62%	61%	64%	67%	66%
	Dissatisfied	21%	26%	17%	17%	15%	13%	16%

		2000	2003	2005	2007	2010	2012	2012
Sufficient resources (finance, equipment, computers, staff) to do your job	Satisfied	37%	23%	41%	36%	38%	35%	43%
	Dissatisfied	42%	57%	36%	37%	38%	40%	35%
Career development	Satisfied	20%	16%	23%	21%	28%	24%	36%
	Dissatisfied	35%	50%	41%	46%	34%	38%	27%
Making the most of your skills and abilities	Satisfied	40%	34%	43%	38%	41%	43%	55%
	Dissatisfied	26%	40%	33%	31%	28%	29%	22%
Feedback on your performance	Satisfied	23%	17%	25%	22%	28%	31%	42%
	Dissatisfied	42%	53%	43%	49%	39%	36%	27%
Feeling you have accomplished something worthwhile at work	Satisfied	45%	41%	49%	50%	56%	51%	64%
	Dissatisfied	23%	31%	22%	22%	19%	24%	15%
Morale in your workplace	Satisfied	37%	24%	35%	33%	31%	32%	40%
	Dissatisfied	41%	61%	41%	47%	46%	44%	37%
Receiving praise for good work	Satisfied	27%	21%	30%	29%	32%	29%	44%
	Dissatisfied	41%	51%	40%	44%	39%	38%	27%
Receiving sufficient training to do your job well	Satisfied	41%	35%	44%	41%	47%	46%	50%
	Dissatisfied	28%	36%	26%	30%	24%	23%	22%
Receiving guidance and support at work	Satisfied	-	-	-	-	-	40%	49%
	Dissatisfied	-	-	-	-	-	32%	24%
Working for a successful organisation	Satisfied	33%	19%	33%	28%	32%	32%	43%
	Dissatisfied	24%	40%	29%	33%	30%	27%	18%
Working as part of a team	Satisfied	53%	43%	53%	50%	52%	54%	64%
	Dissatisfied	17%	28%	19%	24%	20%	20%	14%

		2000	2003	2005	2007	2010	2012	2012
Opportunity to show initiative	Satisfied	41%	36%	44%	41%	50%	45%	60%
	Dissatisfied	25%	33%	26%	29%	26%	25%	16%
Enjoyment in the work I do	Satisfied	55%	49%	58%	56%	59%	59%	70%
	Dissatisfied	19%	26%	16%	19%	16%	19%	12%
Personal safety at work	Satisfied	67	62	70	68	69	69%	71%
	Dissatisfied	12%	15%	9%	11%	10%	9%	8%
Feeling valued and recognised for the work I do	Satisfied	-	-	-	-	-	33%	44%
	Dissatisfied	-	-	-	-	-	39%	31%

Appendix B

Responses to Questions about Mangers

Question	Response	TECS						Council
		2000	2003	2005	2007	2010	2012	2012
Acts on my ideas / suggestions	Always / usually	24%	26%	30%	34%	38%	33%	43%
	Never / rarely	24%	26%	24%	24%	22%	22%	14%
Appreciates the pressure I come under in my job	Always / usually	39%	34%	42%	42%	48%	46%	57%
	Never / rarely	29%	32%	28%	27%	25%	26%	17%
Consults me on matters where I can contribute	Always / usually	45%	45%	46%	50%	53%	52%	61%
	Never / rarely	26%	28%	26%	23%	24%	21%	15%
Discusses my training and development needs	Always / usually	24%	22%	33%	32%	40%	41%	50%
	Never / rarely	46%	53%	43%	42%	37%	34%	24%
Encourages me to work as part of a team	Always / usually	43%	41%	46%	46%	50%	53%	64%
	Never / rarely	27%	29%	20%	30%	25%	20%	14%
Gives me credit if I've done a good job	Always / usually	38%	33%	40%	41%	47%	47%	58%
	Never / rarely	31%	38%	34%	34%	28%	29%	19%
Is approachable	Always / usually	71%	70%	70%	70%	74%	71%	76%
	Never / rarely	10%	11%	10%	12%	10%	12	7%
Is open and honest	Always / usually	59%	53%	57%	60%	63%	60%	70%
	Never / rarely	16%	18%	16%	18%	15%	16%	9%
Keeps me in touch with what is going on	Always / usually	44%	34%	41%	45%	49%	51%	60%
	Never / rarely	26%	31%	28%	28%	26%	23%	14%

		2000	2003	2005	2007	2010	2012	2012
Knows his / her job	Always / usually	65%	58%	61%	62%	67%	67%	73%
	Never / rarely	12%	15%	13%	14%	10%	13%	7%
Listens to my ideas / suggestions	Always / usually	43%	41%	44%	49%	51%	51%	61%
	Never / rarely	20%	25%	24%	20%	20%	23%	13%
Makes it clear what is expected of me	Always / usually	54%	48%	48%	51%	55%	57%	65%
	Never / rarely	16%	21%	20%	22%	19%	17%	11%
Is committed to the Council	Always / usually	57%	52%	62%	59%	64%	64%	64%
	Never / rarely	10%	12%	10%	11%	9%	6%	5%
Makes decisions quickly when needed	Always / usually	55%	47%	51%	51%	60%	56%	65%
	Never / rarely	16%	24%	19%	19%	18%	19%	11%
Is available to speak to when I need to	Always / usually	62%	58%	63%	63%	69%	67%	68%
	Never / rarely	13%	17%	12%	13%	10%	13%	9%
Is consistent in decision making	Always / usually	49%	46%	49%	49%	57%	52%	59%
	Never / rarely	19%	22%	21%	21%	18%	21%	14%
Encourages me to make my own decisions	Always / usually	47%	47%	50%	55%	58%	57%	63%
	Never / rarely	20%	22%	20%	20%	16%	17%	11%
Explains to me why tasks are undertaken	Always / usually	41%	34%	41%	44%	49%	49%	56%
	Never / rarely	25%	32%	27%	29%	22%	22%	15%
Does something about the pressure I come under at work	Always / usually	26%	19%	28%	30%	34%	34%	42%
	Never / rarely	39%	45%	36%	36%	31%	33%	23%
Is consistent in applying personnel policy	Always / usually	-	-	-	-	-	48%	55%
	Never / rarely	-	-	-	-	-	19%	12%

		2000	2003	2005	2007	2010	2012	2012
Manages attendance in my team	Always / usually	-	-	-	-	-	47%	51%
	Never / rarely						21%	14%

Employee Survey Working Group

Purpose:

- To help uncover the underlying causes of issues/concerns raised through employee survey
- To help further define the interpretation of the analysis data along with any other relevant information
- Helps identify local issues
- Helps to prioritise specific areas where staff feel action is needed
- Explores practical and workable improvements by developing appropriate interventions /actions
- Places value on the knowledge, experience and skills that each member of staff brings with them

For staff involved in the working group the vision of a 'successful TECs service' would look like:

One with concrete achievements; one that had respect for all employees; excellent service delivery outcomes; all staff knowing what to do and doing it well; service budgets met; few complaints regarding service delivery; ability to retain good staff; positive happy workforce; achieving inspection rates.

Suggestions from staff to improve issues raised within employee survey results:

- ✓ Feedback on performance
- ✓ Providing managers with skills to motivate and manage staff appropriately
- ✓ Sufficient resources to be able to meet service delivery needs
- ✓ Increased communication to Council members regarding impact of reduced/diminished resources on service delivery
- ✓ Improvement on workload management – helping staff to prioritise
- ✓ Implementing absence management effectively
- ✓ Management implementing HC policies and procedures consistently and effectively
- ✓ Management development and training to be compulsory
- ✓ Performance management for managers
- ✓ Increased communication from senior management that is relevant to all staff

Valuing and Recognising Staff		Providing training and support for staff to do their jobs well			
Action			Outcome	SMT Lead Officer	Date
1. Reinforce importance of developing staff at every level	Induction	1.1	Ensure all staff new to the service or new to their role undertake appropriate level of induction training	All	On-going
	Implementation of ERD	1.2	All staff to receive formal ERD programme	All	On-going
	Implementation of performance management	1.3	Managers to attend core training on supervising and managing staff	All Managers and Supervisory staff	January 2015
	Service training needs analysis	1.4	Develop service competency and training programme for each role type	Director/HR Business Partner	October 2014
Valuing and Recognising Staff		Communicating and listening staff			
2. Improve the way we communicate with staff	Increase participation in staff survey	2.1	Increase the response rate from staff who complete paper returns by more effective promotion	Director	Employee Survey 2016
		2.2	Enable time and facilities to complete staff survey		
	Improve visibility of service management team and opportunities for staff feedback	2.3	Ensure participation with TU partnership and consultation methods	All SMT	On-going
		2.4	Early consultation with staff regarding any service change	All SMT	On-going
		2.4	Change management plans put into place	All SMT	On-going

		2.5	adhering to HC policy and processes Instigate annual roadshows / area visits by Director of Service	Director	On-going
	Improve internal communication	2.6	Team briefings communicated on quarterly basis made relevant for each section by Heads of Service and direct Line Managers.	Director/HR Business Partner	On-going
		2.7	Improve feedback mechanisms for team briefing sessions.	HR Business Partner	On-going
		2.8	Ensure tool box talks for operatives for health and safety related topics are established	Heads of Service/Area Roads and Community Works Managers.	On-going
3. Increase staff morale	Focus on staff involvement	3.1	Managers to instigate working groups to consult on specific changes/developments in service delivery and in developing service objectives	All SMT	On-going
		3.2	To improve personal development opportunities and cross service working – managers to seek opportunities for staff to be involved with organisation wide project groups	All SMT	On-going