

Viewpoint 2008 Kent County Council Employee Opinion Survey CED





Agenda

- Objectives
- Methodology
- Response Rates
- Results
 - Overview
 - Engagement
 - Results in more detail
- The Next Steps



Objectives

- Create an updated 2008 survey for all staff, in line with best practice
- Measure engagement levels within Kent County Council
- Allow benchmarking with other organisations with the introduction of a consistent 5 point scale
- Discover directorate and departmental differences as well as other demographic information
- Allow respondents to provide open comments to give depth to survey responses



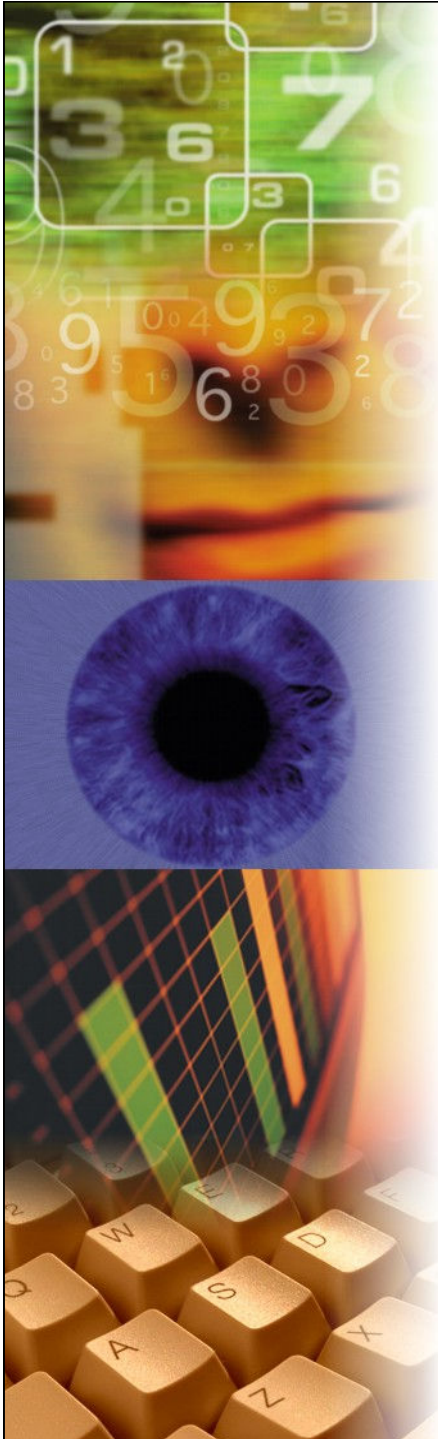
Methodology

- The survey took place between 25th June and 18th July 2008
- A census survey to obtain a robust picture of Kent County Council staff's opinions
- ORC International's syndicated employee survey for local authorities - LA Engage used
- With the addition of local questions suggested by representatives from the different directorates
- Both online and paper methodology to reach all staff

Response Rates

- Obtained responses from 3,715 staff. Using a total population of 11,751 this is a response rate of 32%.

Directorate	Returns	Response Rate
CED	544	32%
Commercial Services	124	
E&R	336	42%
KASS	907	23%
CFE	831	20%
Communities	861	21%
Unknown (no response)	112	



The Results

Comparisons to KCC overall

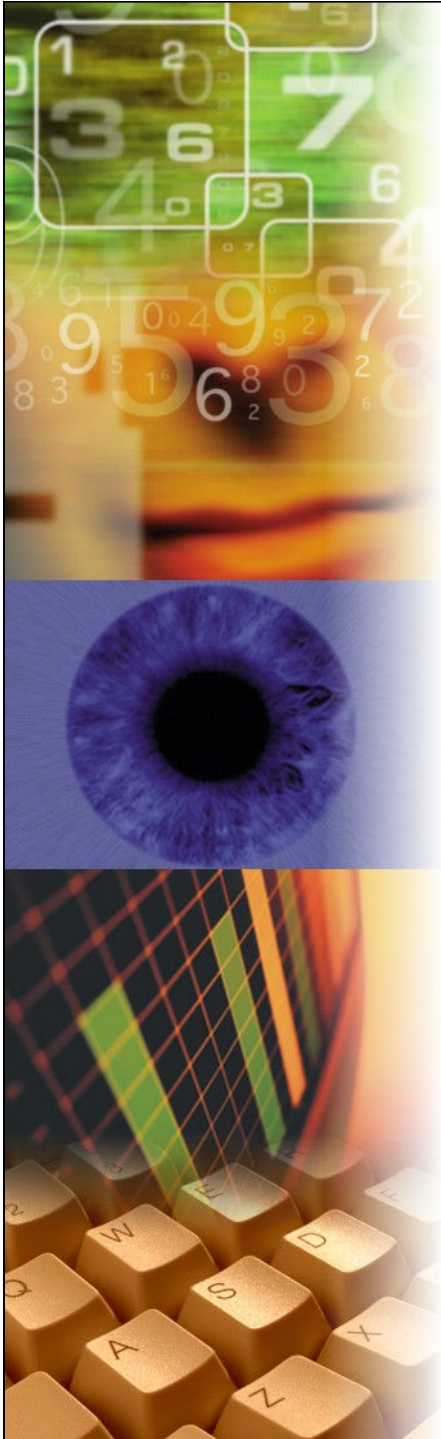


Performance Against KCC Overall

- CED scored above KCC overall for 36 questions, was in line for 43 questions and below the norm for 0 questions.

Highest scoring relative to KCC overall:

- ☺ This organisation manages change effectively (+15 percentage points)
- ☺ I have the opportunity to contribute my views before changes are made which affect my job (+13 percentage points)
- ☺ Senior managers are sufficiently visible in this organisation (+12 percentage points)
- ☺ I am satisfied with the information I receive from management on what is going on in the organisation (+12 percentage points)
- ☺ Morale is good where I work (+11 percentage points)
- ☺ I feel my job security is good (+11 percentage points)



Engagement

Employee Engagement

In the past, surveys have tended to focus on employee satisfaction as a key measure – but what does this tell you?

69% of UK employees are satisfied with their current job* but is a happy workforce enough to ensure excellent customer service?

my job's pretty easy, I know it back to front

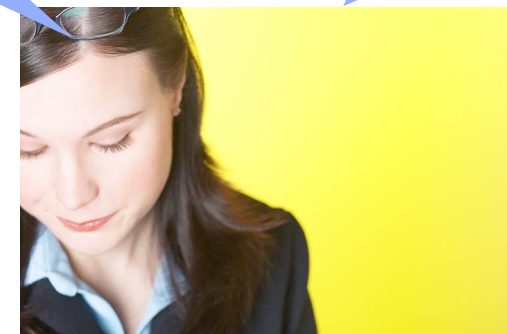
it's convenient working here, I only live down the road

my manager lets me get on with it, I never feel under pressure to perform

coming to work is great fun, I've got loads of friends here

*data from ORC perspectives December 2007

a sample of comments taken from open comments question "what is the best thing about working for company x?"



How to measure employee engagement?

say



employee advocacy

stay



employee commitment

strive



discretionary effort

outcome measures, create overall index scores, strength of each aspect varies dependent on context

drivers of engagement: basic needs, social needs, esteem needs

aspects of working for an organisation which could drive levels of engagement/disengagement: tools to do job, working environment, support and recognition etc

CED Engagement Index



STRIVE

61. I often do more than is required of me at work

SAY

64. Considering everything, I am satisfied to be working for this organisation

STAY

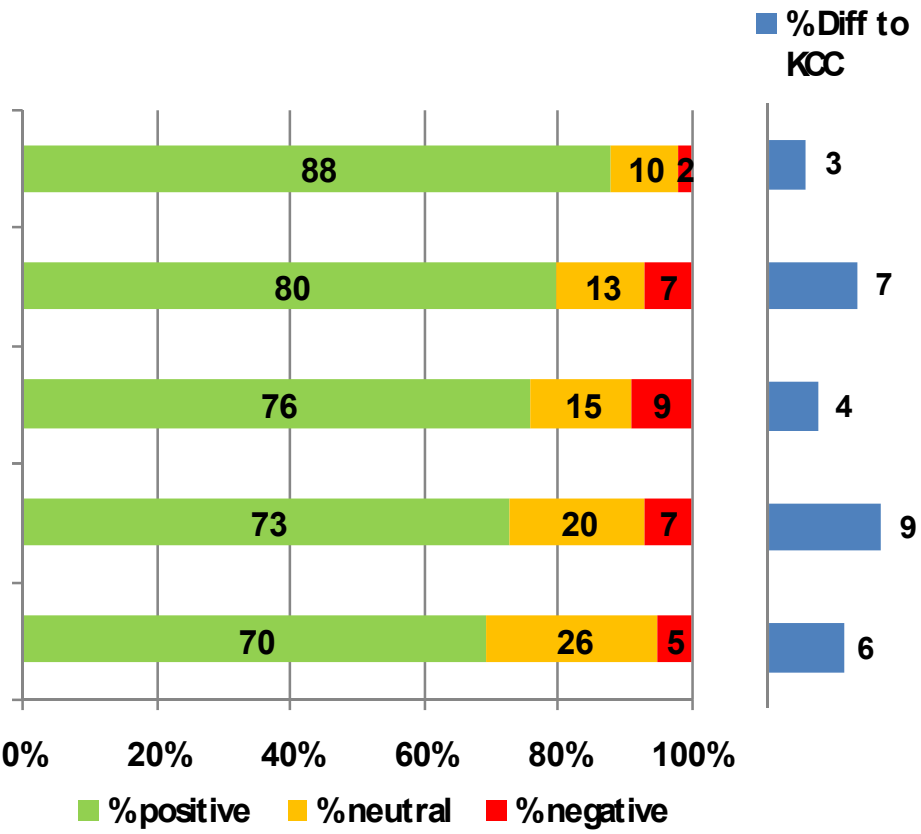
63. I would like to be working for this organisation in 12 months' time

SAY

62. I would tell people that this is a good place to work

SAY

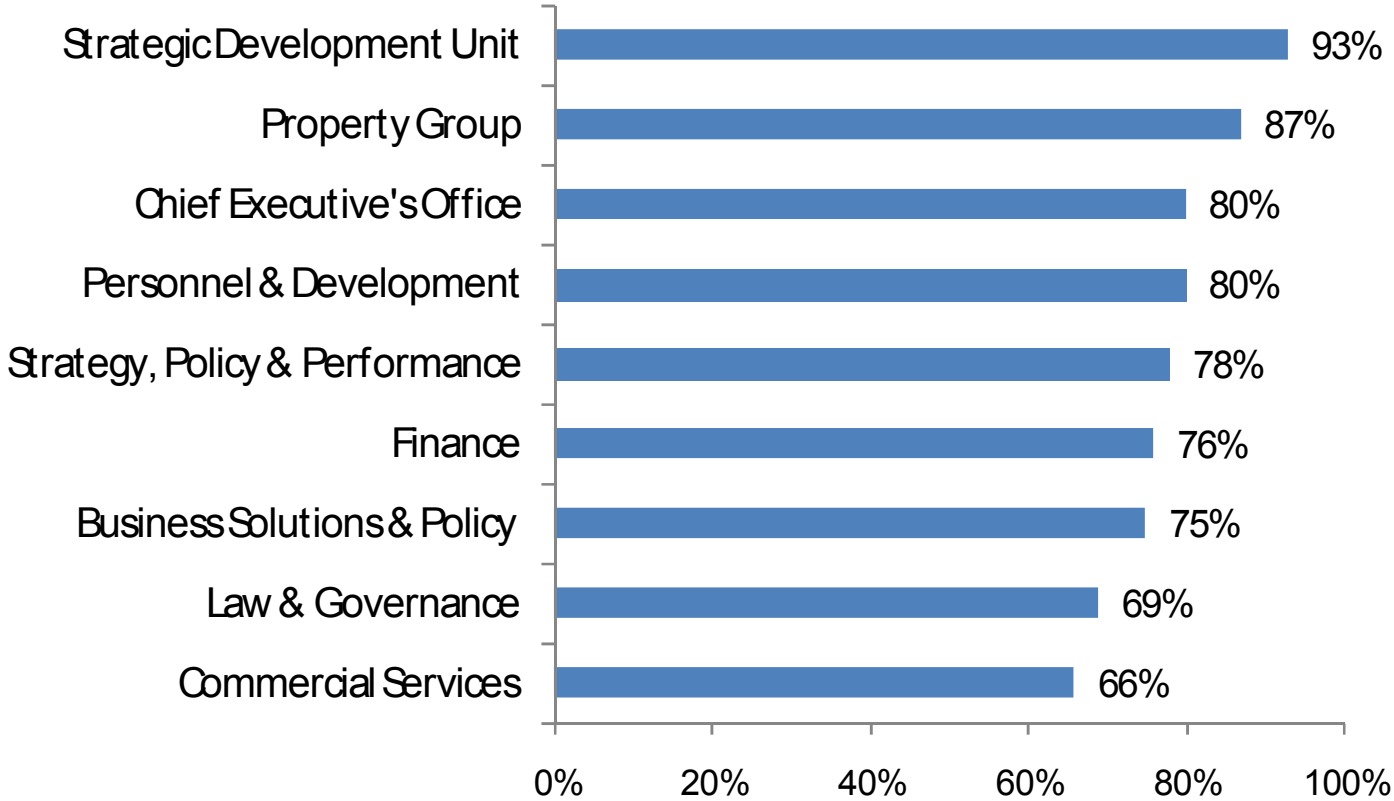
60. I am proud to work for this organisation

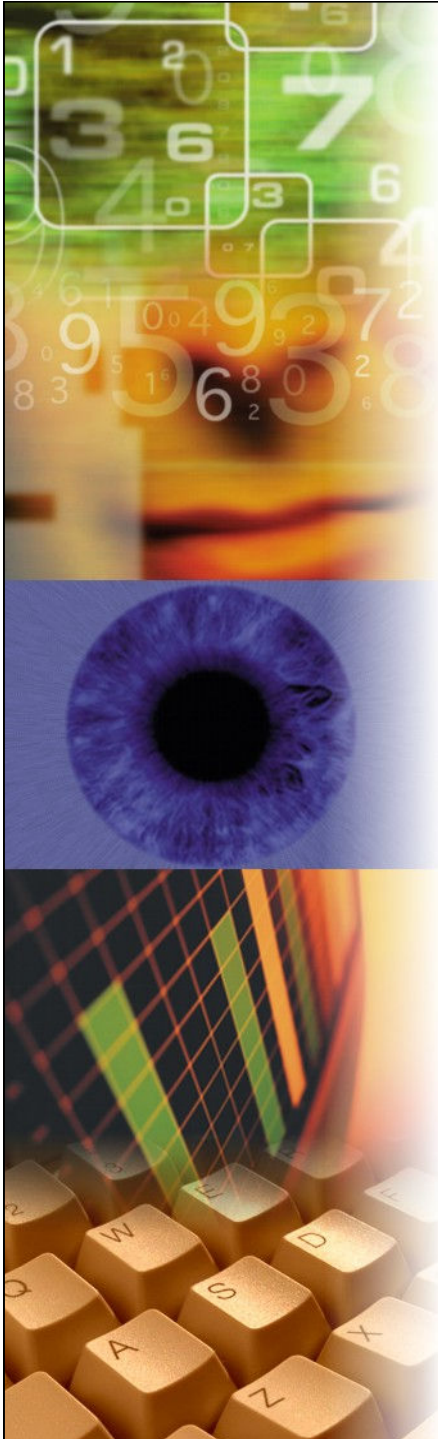


The Engagement Index Score for CED is: 77%

Department Engagement Index Scores

Engagement Index Scores





The Results

In Detail



Strategic Development Unit

14 respondents

- Strategic Development Unit scored above KCC overall for 65 questions, was in line for 12 questions and below for 2 questions.

Highest scoring relative to KCC overall:

- 😊 Morale is good where I work (+47 percentage points)
- 😊 Senior managers are sufficiently visible in this organisation (+45 percentage points)
- 😊 I have the opportunity to contribute my views before changes are made which affect my job (+44 percentage points)
- 😊 Senior management provide effective leadership(+43 percentage points)
- 😊 Senior management are open and honest in their communications with staff (+37 percentage points)

Lowest scoring relative to KCC overall:

- 😞 I believe that development and career opportunities are equal for all employees (-16 percentage points)
- 😞 I am satisfied with my physical working conditions (for example lighting, heating, desk & space) (-8 percentage points)



Property Group

43 respondents

- Property Group scored above KCC overall for 48 questions, was in line for 18 questions and below for 11 questions.

Highest scoring relative to KCC overall:

- ☺ Morale is good where I work (+26 percentage points)
- ☺ I am proud to work for this organisation (+24 percentage points)
- ☺ I would tell people that this is a good place to work (+22 percentage points)
- ☺ I feel my job security is good (+21 percentage points)
- ☺ Senior managers are sufficiently visible in this organisation (+17 percentage points)

Lowest scoring relative to KCC overall:

- ☹ There are sufficient opportunities for me to receive training to improve my skills in my current job (-18 percentage points)
- ☹ The training I receive is appropriate and relevant to my job (-16 percentage points)
- ☹ Where I work we get feedback on how satisfied external customers are with the service they receive (-11 percentage points)
- ☹ During my last appraisal my manager helped me to focus on improving my performance (-10 percentage points)
- ☹ Are you aware of the diversity training available to you? (-9 percentage points)



Personnel & Development

160 Respondents

- Personnel & Development scored above KCC overall for 50 questions, was in line for 27 questions and below for 2 questions.

Highest scoring relative to KCC overall:

- ☺ This organisation manages change effectively (+23 percentage points)
- ☺ I feel sufficiently informed about the benefits that are available to me (+21 percentage points)
- ☺ I have the opportunity to contribute my views before changes are made which affect my job (+20 percentage points)
- ☺ Senior managers are sufficiently visible in this organisation (+19 percentage points)
- ☺ Where I work we have the resources to do the job effectively (i.e. equipment, computers and IT) (+19 percentage points)

Lowest scoring relative to KCC overall:

- ☹ My induction gave me the information and tools I needed to do my job effectively (-13 percentage points)
- ☹ I can meet the requirements of my job without regularly working excessive hours (-6 percentage points)

Law & Governance

64 respondents

- Law & Governance scored above KCC overall for 15 questions, was in line for 35 questions and below for 29 questions.

Highest scoring relative to KCC overall:

- ☺ This organisation manages change effectively (+14 percentage points)
- ☺ I am making changes at work in order to reduce my impact on the environment (e.g. recycling, travel, energy use) (+14 percentage points)
- ☺ I am satisfied with the information I receive from management on what is going on in the organisation (+12 percentage points)
- ☺ I feel my job security is good (+12 percentage points)
- ☺ There are sufficient opportunities for me to receive training to improve my skills in my current job (+12 percentage points)

Lowest scoring relative to KCC overall:

- ☹ During my last appraisal my manager helped me to focus on improving my performance (-15 percentage points)
- ☹ My manager gives me regular feedback on my performance (-15 percentage points)
- ☹ I am well supported during stressful times at work by: My line manager (-14 percentage points)
- ☹ I have had an annual performance appraisal discussion with my manager (within the last 12 months) (-13 percentage points)
- ☹ I would feel able to report bullying/harassment/discrimination without worrying that I would be treated in a negative way (-13 percentage points)



Finance

90 respondents

- Finance scored above KCC overall for 24 questions, was in line for 40 questions and below for 15 questions.

Highest scoring relative to KCC overall:

- ☺ My induction gave me the information and tools I needed to do my job effectively (+26 percentage points)
- ☺ Are you aware of the diversity training available to you? (+13 percentage points)
- ☺ Considering everything, I am satisfied to be working for this organisation (+12 percentage points)
- ☺ I would like to be working for this organisation in 12 months' time (+11 percentage points)
- ☺ I am able to strike the right balance between my work and home life (+11 percentage points)

Lowest scoring relative to KCC overall:

- ☹ Senior management are open and honest in their communications with staff (-11 percentage points)
- ☹ Morale is good where I work (-10 percentage points)
- ☹ I would feel able to report bullying/harassment/discrimination without worrying that I would be treated in a negative way (-10 percentage points)
- ☹ Where I work we get feedback on how satisfied external customers are with the service they receive (-10 percentage points)
- ☹ Where I work we get feedback on how satisfied internal customers are with the service they receive (-10 percentage points)

Chief Executive's Office

20 respondents

- Chief Executive's Office scored above KCC overall for 45 questions, was in line for 23 questions and below for 11 questions.

Highest scoring relative to KCC overall:

- ☺ I believe that action will be taken on problems identified in this survey (+29 percentage points)
- ☺ I am satisfied with my physical working conditions (for example lighting, heating, desk & space) (+29 percentage points)
- ☺ Senior management are open and honest in their communications with staff (+29 percentage points)
- ☺ I am well supported during stressful times at work by: The organisation (+28 percentage points)
- ☺ I am comfortable with the pressure placed upon me in my job (+24 percentage points)

Lowest scoring relative to KCC overall:

- ☹ Are you aware of the diversity training available to you? (-22 percentage points)
- ☹ I have enough information to do my job well (-14 percentage points)
- ☹ Considering my duties and responsibilities, I feel my pay is fair (-12 percentage points)
- ☹ My manager gives me regular feedback on my performance (-12 percentage points)
- ☹ I regard this organisation as a 'good employer' in relation to the general terms and conditions of employment(-10 percentage points)



Business Solutions & Policy

123 respondents

- Business Solutions & Policy scored above KCC overall for 36 questions, was in line for 39 questions and below for 4 questions.

Highest scoring relative to CED overall:

- 😊 Where I work we get feedback on how satisfied internal customers are with the service they receive (+16 percentage points)
- 😊 I am comfortable with the pressure placed upon me in my job (+16 percentage points)
- 😊 Considering my duties and responsibilities, I feel my pay is fair (+15 percentage points)
- 😊 Morale is good where I work (+15 percentage points)
- 😊 Where I work we have the resources to do the job effectively (i.e. equipment, computers and IT) (+13 percentage points)

Lowest scoring relative to CED overall:

- 😞 My induction gave me the information and tools I needed to do my job effectively (-16 percentage points)
- 😞 Are you aware of the diversity training available to you? (-8 percentage points)
- 😞 I am confident that feedback I give through the following channels is acknowledged and understood: Team Briefing (-5 percentage points)



Commercial Services

124 respondents

- Commercial Services scored above KCC overall for 0 questions, was in line for 21 questions and below for 58 questions.

Lowest scoring relative to KCC overall:

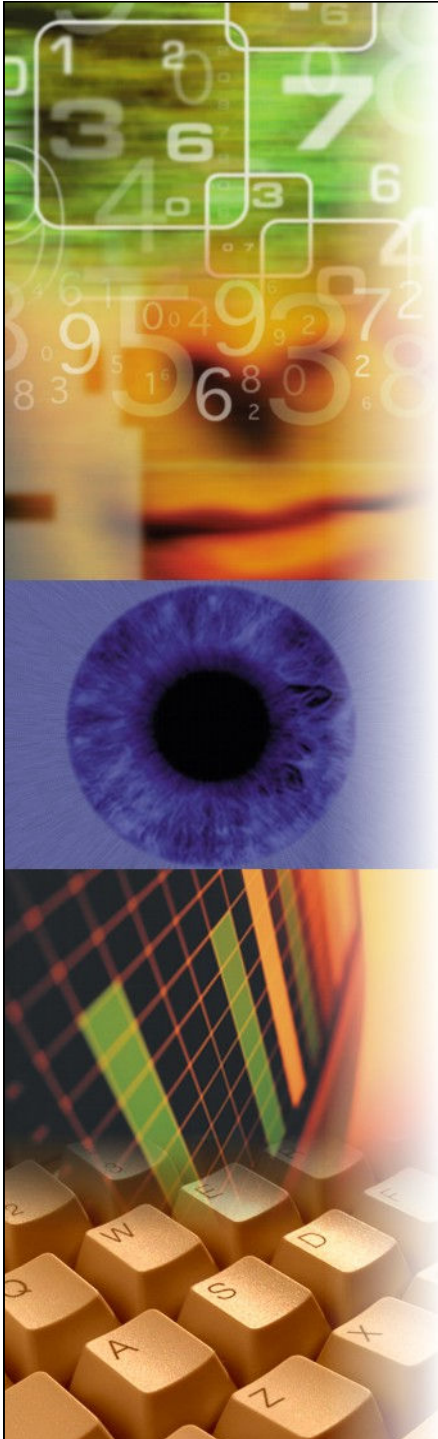
- ☹ Are you aware of the diversity training available to you? (-33 percentage points)
- ☹ There are sufficient opportunities for me to receive training to improve my skills in my current job (-32 percentage points)
- ☹ The training I receive is appropriate and relevant to my job (-29 percentage points)
- ☹ My manager ensured I was inducted into my current job (-25 percentage points)
- ☹ I am satisfied with how we identify my development needs (-23 percentage points)
- ☹ I feel sufficiently informed about the benefits that are available to me (-20 percentage points)
- ☹ The organisation offers me the opportunity to share good practice (-20 percentage points)



Commercial Services

124 respondents

- Commercial Services respondents gave particularly low positive scores with regards to training and development.
 - Just 26% have sufficient opportunity to receive training to improve their skills in their current job. **Private sector benchmark score is 61%**
 - 35% satisfied with how development needs are identified
 - 24% satisfied with the opportunities they have to get a better job. **Private sector benchmark score is 43%**
- Another particularly low positive score was received for having enough staff to get the job done, 24% positive. **Private sector benchmark score is 48%**



NEXT STEPS



Actions taken so far : Commercial Services

- Newsletters to promote / build on key positive responses
- Key improvement areas identified with action plans
 - Training and Development
 - Communication
 - Valuing People
 - Equalities and Diversity
- January actions already underway include:
 - launch of an on line 'Welcome to Commercial Services' facility for new staff,
 - first phase of Skills Plus Training to commence at Aylesford focussed on numeracy
 - business performance section to be introduced as a regular feature in the bi monthly staff news letter



Actions taken so far : Corporate Finance

- Finance Staff Working Group set up consisting of 6 cross-department representatives covering all units.
- Further analysis circulated on **19/ 12 and 7/01**
- Staff Working Group due to meet on **21 January** to discuss results and start action planning
- Action plans will be effective from **1 April 2009**.
- As a broad indication, themes emerging are :
 - review of governance arrangements
 - an improved framework for individual management
 - better internal communications
 - consistent application of corporate policies relating to employees.



Actions taken so far : Personnel and Development

- Survey revealed negative views on Induction
- Response :
 - Full discussions at management team meeting
 - Reminder that managers need to focus on Inductions
 - Monitoring mechanism improved
 - Discussions held at local Management team meetings
- Survey revealed a feeling of working excessive hours
- Response
 - Managers reminded to support staff on their work life balance as part of the informal and formal discussions held on staff performance



Actions taken so far : Strategic Development Unit

- Contact Kent - lower morale identified.
- Response : Promote job swaps and increase job shadowing opportunities

- Overall not a good understanding of the team's skill base
- Response : Conducting a skills audit to ascertain the learning and development requirements of the team building on individual plans and linking to the business plan.



Actions taken so far : Law and Governance

- Spreadsheets with a greater level of detail commissioned and circulated
- Managers asked to respond on the following key issues :
 - Improving feedback on performance
 - Maintaining and improving morale
 - Communicating the feelings/thoughts of staff upwards on important issues
 - Encouraging new ideas and sharing good practice
 - Ensuring that induction and appraisals are carried out
 - Improving team work and communication/co-operation between teams
 - Ensuring that feedback from customers is obtained and acted on
 - How they might identify and supporting staff in stressful times
 - Staff believing that action will be taken on the results of this survey!



Actions taken so far : Business Solutions and Policy

- Discussion at both Senior and Local Management Team meetings emphasising importance of induction
- Ensure that staff are aware of Diversity training available and encourage them to attend
- Discussion at Senior Management meeting about problems identified in staff survey and actions identified to rectify problems
- Discussion at Senior and Local Management meetings about the finding on the negative feelings around job security
- Ensure the positive feedback received from customers regarding the service is passed on
- To address low levels of pride in the organisation information on KCC successes was circulated to all staff within the Unit and staff were reminded of the importance of their role and their contribution to the overall objectives of the Authority.

Questions and Reactions

