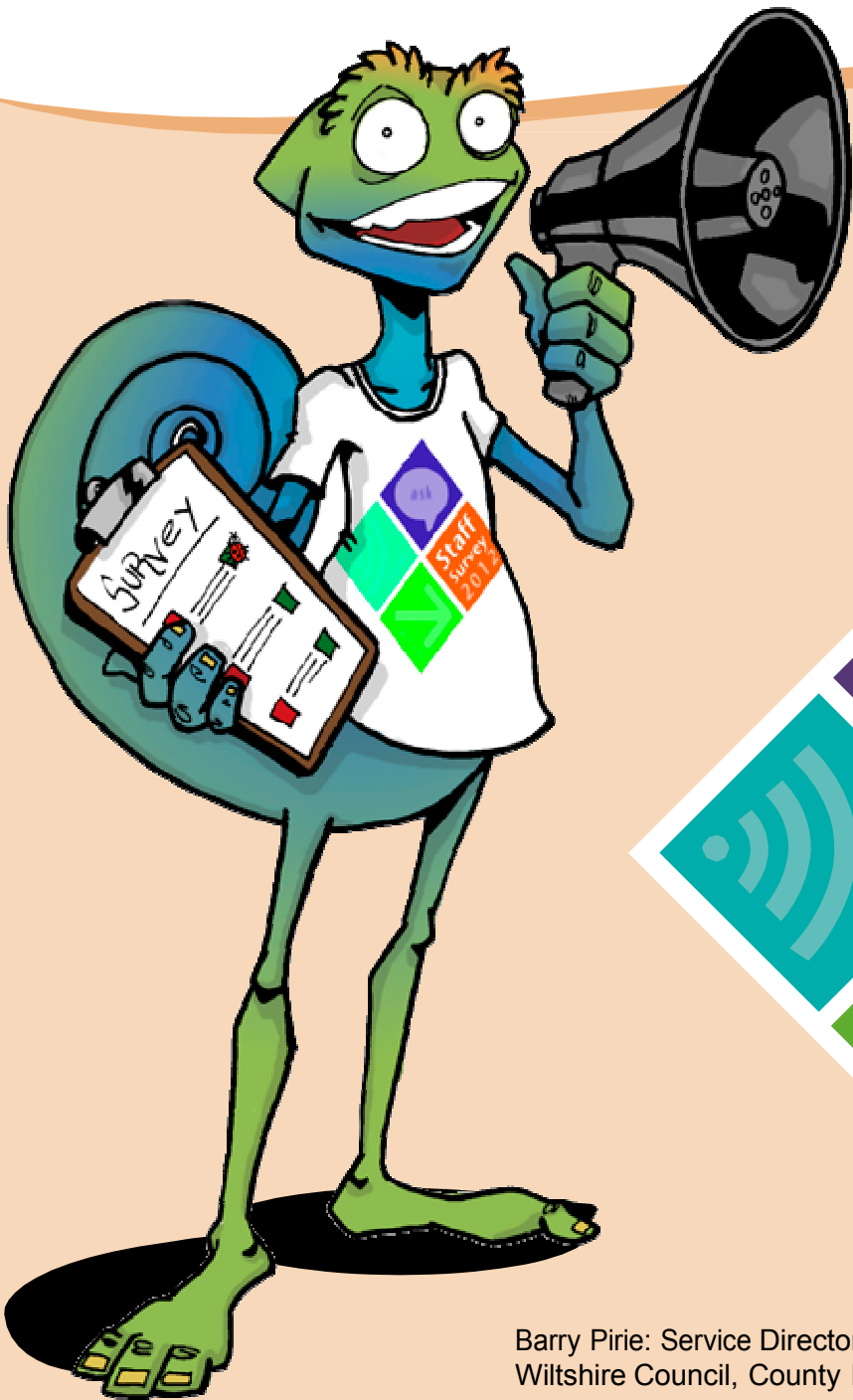


Wiltshire Council Staff Survey 2012

Report of Overall Results for Staff



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1 Executive Summary

Wiltshire Council undertook the 2012 Staff Survey in October 2012, in order to understand the views and opinions of its employees and to take suitable actions based on employee feedback with an aim to increase employee engagement.

The Council last surveyed its employees in February 2011. Employees told us that they wanted:

- More consistent and regular information
- Greater respect and recognition
- A greater understanding on why decisions are made
- To be consulted when decisions are made

In response the Council has:

- Introduced regular blogs from senior managers
- Undertaken hub visits from senior management
- Introduced The Directory and Microsoft Lync
- Arranged employee and management forums
- Introduced the behaviours framework
- Introduced HR Direct
- Introduced new uses of social media such as Twitter
- Introduced additional corporate awards
- Introduced a new and improved appraisal solution
- Agreed a yearly staff survey to capture staff views
- Offered senior management attendance to attend team meetings upon invite
- Communicated the 2011-2015 Business Plan

As a result, positive responses for Employee Engagement survey questions have increased by 19%, there was an increase in “fully engaged” respondents from 17.4% to 24.6% and Wiltshire Council was shortlisted for the HR Distinction awards for employee engagement, emphasising the importance of our engagement initiatives.

In addition, all sections of the survey had an overall increase in positive responses compared to 2011. The areas covering Change, Communication, Well-being & Safety and Management saw significant increases.

Undertaking the survey internally and providing incentives led to the survey receiving a response rate of 60%; this is a very high rate, up from 55% in 2011.

The 2012 staff survey was designed using many of the same questions so that the Council could compare results with the previous survey.

The employee engagement analysis shows that this year’s priorities are:

1. Wiltshire Council employees need to receive more consistent and regular information and, in particular, clarity is needed on why changes are being made by our leadership team.
2. Communication needs to be open and honest in order to give staff confidence in our leaders.
3. The council needs to further develop a culture where respect and recognition is embedded.
4. Wiltshire needs to ensure that it is committed to customer satisfaction and that all our staff are part of this.

As priorities 1 and 3 were highlighted in the 2011 survey, they remain vital to improving employee engagement.

2 Survey messages

The Feedback - The Positives

The table below shows the change in % positive responses for each of the 10 question sections (this only includes questions asked in both 2011 and 2012). All sections saw an overall increase from last year:

Section	Change
Change	+32%
Your Role	+4%
Wellbeing and Safety	+12%
Reward and Recognition	+4%
Communication	+12%
Management and Leadership	+10%
Learning and Development	+8%
Employee Engagement	+19%
Team Work	+1%
Customers	+1%

This table reflects the work undertaken across Wiltshire Council to keep employees engaged even during difficult economic times.

Employee Engagement

The survey included questions on “employee engagement” to ensure that specific actionable data was gathered. High employee engagement is vital to the delivery of a successful organisation.

Following the work undertaken last year, Wiltshire Council was shortlisted for the [HR Distinction awards](#) for employee engagement. This is a great achievement which shows the importance of the engagement initiatives we continue to undertake.

In this staff survey, questions 38-43 were designed to indicate the level of “engagement”. Percentage “positive” scores are shown, and the average of these is calculated to give an **Employee Engagement Index**.

For Wiltshire Council, the Employee Engagement scores were as follows:

			% Positive	
			Wiltshire 2012	Wiltshire 2011
Say	38	I am proud to work for Wiltshire Council	55	49
	39	I would recommend Wiltshire Council as a great place to work	45	34
Stay	40	I feel committed to the organisation's goals	66	55
	41	I feel a strong sense of belonging to this organisation	43	34
Strive	42	Working for Wiltshire Council makes me want to do the best job I can	57	51
	43	Wiltshire Council motivates me to contribute more than is normally required in my work	38	33
Employee Engagement Index			51	43

In Wiltshire Council, the number who responded positively to all 6 of these questions (and therefore can be seen as “fully engaged” respondents) was 724, representing **24.6%** of the total number of respondents. In 2011, there were 522 “fully engaged” staff, 17.4% of respondents. Equally, there has been a decrease in “fully disengaged” staff from 149 (5.0%) to 82 (2.8%).

The employee engagement index for Wiltshire Council is **51**, a 19% increase from the index score of 43 in 2011. There has been no increase across local government.

Using the Engagement data to prioritise actions

Key driver analysis was used to identify which aspects of working at Wiltshire Council appear to result in staff feeling fully engaged. This analysis has enabled prioritised actionable data to be produced.

The analysis shows that, once again, there are four organisational wide priority areas for improvement. These are:

1. Wiltshire Council employees need to receive more consistent and regular information and, in particular, clarity is needed on why changes are being made by our leadership team.
2. Communication needs to be open and honest in order to give staff confidence in our leaders.
3. The council needs to further develop a culture where respect and recognition is embedded.
4. Wiltshire needs to ensure that it is committed to customer satisfaction and that all our staff are part of this.

When creating action plans these four corporate priorities should be actioned by all managers in addition to priorities identified for service areas.

What happens next?

The last question of the survey invited employees to make one suggestion that would help to improve working at Wiltshire Council. These suggestions will be sent to the relevant teams across the council for consideration and potential implementation.

A staff survey report for each service directorate will also be provided which will be used to facilitate team discussions and create action plans to address any issues.

An updated toolkit will be issued through the Wire to guide managers through creating action plans. This will also be available via the Staff Survey page on HR Direct and can be sent on request by emailing staffsurvey2012@wiltshire.gov.uk.

3 Response rates

This report provides Wiltshire Council with actionable data from the 2012 Wiltshire Council Staff Survey. It summarises staff views and presents comparative data, where available, to help put the results into perspective. The survey was carried out electronically and by paper in September and October 2012.

2,962

RESPONSES

Returns

Altogether 2,962 completed survey forms were received back for analysis. This represents a response rate across the whole of Wiltshire Council of 60%. The table below shows the various response rates achieved by each service department.

60%

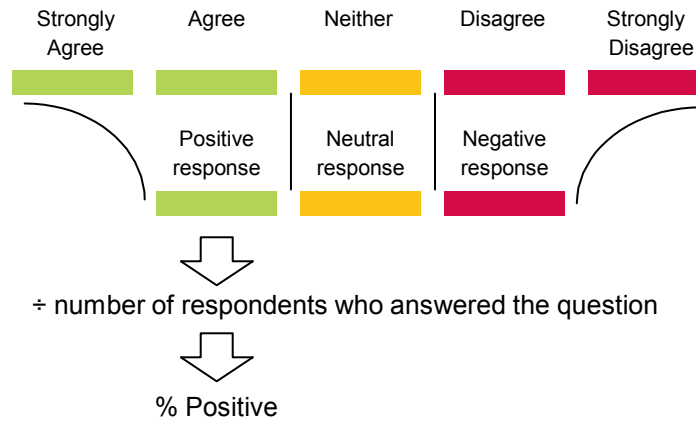
RESPONSE RATE

Service	Response Rate 2012	Response Rate 2011	Difference	Service used as comparator from 2011 Staff Survey
Transformation Programme	100%	92%	+8%	ICT, IM and COADP
Economy and Regeneration	88%	64%	+24%	Economy and Enterprise
Human Resources and Organisational Development	85%	97%	-12%	Human Resources and Organisational Development
Communications	81%	68%	+13%	Chief Executive
Commissioning and Performance	78%	72%	+6%	Commissioning and Performance
Protection and Community Safety	75%	67%	+8%	Public Protection
Development Services	73%	62%	+11%	Development Services
Communities	71%	73%	-2%	Community, Libraries, Heritage and Arts
Law and Governance	68%	69%	-1%	Legal and Democratic Services
Schools and Learning	62%	47%	+15%	Schools and Learning
Neighbourhood Services	61%	21%	+40%	Neighbourhood Services
Business Services	55%	56%	-1%	Business Services
Finance	53%	54%	-1%	Finance
Children and Families	53%	55%	-2%	Children and Families
Adult Care & Housing Strategy	48%	41%	+7%	Strategy and Commissioning
Adult Care & Housing Operations	41%	41%	=	Adult Care Operations
Waste Management Services	30%	29%	+1%	Waste Management Services
Strategic Services, Highways & Transport	30%	14%	+16%	Strategic Services
Total	60%	55%	+5%	

4 Results by question

% Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses (“Strongly Agree” + “Agree”) and dividing by the number of respondents that answered the question.



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore, in some instances, the total of positive, neutral and negative results will in some cases be 99% or 101%.

Q4	My line manager is open to my ideas and suggestions for change					
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of responses	701	1456	485	224	85	2951
Percentage	23.75%	49.34%	16.44%	7.59%	2.88%	100.00%

						Unrounded %	Rounded %
Number of positive responses	701	+	1456	=	2157	73.09%	73% Positive
Number of neutral responses				=	485	16.44%	16% Neutral
Number of negative responses	224	+	85	=	309	10.47%	10% Negative

Section 1 – Change

Section Average:
61 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
01	Wiltshire Council manages change effectively	38	33	29	38	20
02	I am able to make decisions without fear of being blamed if things go wrong	50	27	23	50	43
03	I am aware of the council's vision and aims	73	18	9	73	59
04	My line manager is open to my ideas and suggestions for change	73	16	10	73	n/a
05	I understand why changes are made	70	20	10	70	n/a

Section 2 – Your role

Section Average:
63 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
06	My line manager has made it clear about what I am expected to achieve in my role/job	76	14	10	76	71
07	I have had an appraisal in the last 12 months	61	34	5	61*	61*
08	The appraisal process is a useful tool in aiding personal development and/or improving performance	61	23	16	61	58
09	I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance	57	22	21	57	55
10	My work load is about right for the time that I have	50	18	33	50	49
11	My job makes good use of my skills and abilities	68	15	17	68	67
12	I am able to strike the right balance between my work and home life	67	17	16	67	66
13	I understand how my work contributes to the success of the organisation	84	12	5	84	n/a
14	I have enough time to do my job effectively	48	22	30	48	n/a
15	I can meet the requirements of my job without regularly working excessive hours	53	22	25	53	n/a

* Question options were "Yes", "No" and "I have not finished my probationary period".

% Positive = "Yes" responses; % Negative = "No" responses; % Neutral = "I have not finished my probationary period".

Section 3 – Wellbeing and safety

Section Average:
73 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
16	Where I work I have the resources I need to do my job effectively	61	17	22	61	56
17	I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)	58	17	24	58	53
18	I am treated with fairness and respect at Wiltshire Council	69	20	11	69	61
19	The council has made it clear about how I am expected to behave	92	6	1	92	n/a
20	Health and safety is taken seriously in this organisation	77	15	8	77	64
21	In the last year, whilst working for this organisation, I have experienced bullying	78	12	9	78*	n/a

* results reversed for this question, i.e. % positive score taken from those who disagreed and strongly disagreed

Section 4 – Reward and recognition

Section Average:
58 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
22	My line manager recognises and acknowledges when I have done my job well	71	17	11	71	69
23	I feel valued and recognised for the work I do	56	25	19	56	52
24	Considering my duties and responsibilities, I am satisfied with the total benefits package I receive	47	23	30	47	47

Section 5 – Communication

Section Average:
57 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
25	I am satisfied with the information I receive from management, line manager and above on what is going on in Wiltshire Council	58	23	19	58	44
26	Leaders (service director and above) are open and honest in their communication with staff	38	42	20	38	29
27	I find the Electric Wire (Friday global email) to all staff a good communication tool	67	24	8	67	64
28	The information contained in the Electric Wire is useful and informative	64	29	7	64	62
29	The Wire (staff intranet) is easy to navigate	60	26	14	60	58

Section 6 – Management and leadership

Section Average:
50 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
30	I am confident that on important matters my thoughts are communicated upwards by my line manager	55	28	18	55	53
31	My line manager motivates and inspires me to be more effective in my job	53	29	18	53	53
32	My line manager trusts me to take responsibility for my work	87	8	5	87	87
33	Our leaders are sufficiently visible	37	32	31	37	26
34	I have confidence in our leaders	37	43	21	37	25
35	Poor performance is dealt with effectively where I work	28	41	31	28	n/a

Section 7 – Learning and development

Section Average:
52 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
36	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	55	22	22	55	49
37	The learning and development I have received is helping to develop my career	48	33	19	48	46


















Section 8 – Employee engagement

Section Average:
51 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
38	I am proud to work for Wiltshire Council	55	34	11	55	49
39	I would recommend Wiltshire Council as a great place to work	45	39	16	45	34
40	I feel committed to the organisation's goals	66	28	6	66	55
41	I feel a strong sense of belonging to this organisation	43	39	18	43	34
42	Working for Wiltshire Council makes me want to do the best job I can	57	34	9	57	51
43	Wiltshire Council motivates me to contribute more than is normally required in my work	38	43	19	38	33



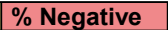



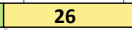


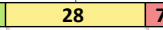








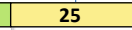

Section 9 – Team work

Section Average:
72 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
44	There is good co-operation between teams I work with					65	66
45	I am clear how the objectives of my role link to my team's/service's objectives					78	74
46	The people in my team co-operate to get the work done					84	n/a
47	Where I work we have effective team meetings					60	61







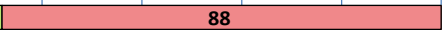





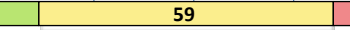




Section 10 – Customers

Section Average:
68 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
48	Where I work we get feedback on how satisfied our customers are with our work					56	56
49	We act on the feedback we receive from customers					66	65
50	My team regularly looks for ways of improving services to our customers					74	74
51	I believe my job makes a difference to the community					79	76
52	In my opinion this council is committed to customer satisfaction					67	n/a

Section 11 – Year of Celebration

Section Average **:
28 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
53a	I was directly involved in the Diamond Jubilee					12*	n/a
53b	I was directly involved in the Olympic Torch Relay					22*	n/a
53c	I was directly involved in the Wiltshire 2012 Festival of Celebration (Hudson's Field)					13*	n/a
54	The 2012 Year of Celebrations broke down barriers between teams within Wiltshire Council					29	n/a
55	The 2012 Year of Celebrations made me feel Wiltshire Council is a better organisation to work for					27	n/a

* Question 53 a,b&c used a tick box.

% Positive figure = those who ticked box.

% Negative figure = those who did not tick box.

** Section Average from Questions 54 and 55 only.

Section 12 – Action

**Section Average:
54 % Positive**

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
56	Did you complete a staff survey last time?				68*	n/a
57	I believe that action will be taken on problems identified in this survey				39	n/a

* Question options were “Yes” and “No” .
 % Positive figure = those who ticked “Yes”.
 % Negative figure = those who ticked “No”.