WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

7 September 2016

Staff Survey 2016

Purpose of report

1. The purpose of the report is to outline the arrangements for the 2016 staff survey.

Background

2. The staff survey is a valuable tool to "take the temperature of the organisation" and the results help shape the priorities for both corporate and service area plans.

3. A staff survey was last undertaken in October 2014 and was completed by 60% of the workforce.

4. The 2014 survey results were provided at both a corporate and head of service level, using reports linked to key people strategy themes.

5. As a result of the priorities agreed after the 2014 staff survey two corporate objectives were cascaded to all managers:

    - Carry out action planning based on staff survey responses;
    - Carry out appraisals, objectives setting and development planning with every employee.

Main points

Timescales

6. The staff survey will run from Monday 21st November – Friday 9th December 2016.

7. Staff forums are scheduled to take place between 9th and 23rd November 2016 and will include a short "You said…we did" style feedback based on outcomes from the 2014 survey to encourage higher engagement and response rates.

8. It is envisaged that corporate reports outlining the survey results will be available to CLT and Staffing Policy Committee in early February 2017.

Survey amalgamation

9. Both the staff survey and the health survey are full staff surveys which take place bi-annually.

10. Public Health and HR have agreed that it would be helpful to have the opportunity to take the pulse of the organisation with regard to specific areas covered by each of these surveys annually.

11. A short additional "workplace health" section will be added to the staff survey this year, repeating 5 of the questions from the health survey in 2015. CLT will determine a small number of staff survey questions to be followed up in the health survey in 2017.

Questions

12. In order to enable good benchmarking and comparison the questions within the staff survey will remain largely the same as in the 2014 survey, however some changes have been agreed. Appendix 1a shows the questions from the 2014 survey and Appendix 1b shows the proposed questions for the 2016 survey. The main changes are highlighted below by section:

Section 3 – Your role

13. Question 8a – following the launch of the new appraisal process in grow this additional question will help us to assess whether the data coming through grow gives a complete picture or whether appraisal discussions are still taking place outside of this system.

Section 4 - Culture, Wellbeing and Safety

14. Question 21, 21a and 21b - bullying or harassment whilst at work.

- Where staff answer "yes" to the question this will trigger a further follow up question to understand whether the source of the bullying or harassment is internal or external.

- In 2014 of the 239 staff who answered "yes", only 29 of them identified a protected characteristic as a reason. 210 staff ticked the "other" box. For 2016 we are providing a comments box so that when staff select "other" they can provide more information to help us identify common causes.

Section 6 - Communication

15. Following discussion with Tim Edmonds, Head of Communications, the following changes have been made to this section:

16. Question 29 - the wording has been updated (as highlighted) to try and make it clearer what element of satisfaction is being measured and to focus the response on whether the information provided is what is needed for them to do their job.

17. Question 31 - removed as felt it was too similar to the following question and the useful responses came from question 32.

18. Question 33 – the communications team are aware of issues with navigation on the Wire – however they wanted to retain a question about this as a source of information so the focus has been changed to understand whether people still use this as a tool.

19. Additional question (replaces Q31) – the communications team want to understand how many employees follow particular social media channels; this question will also help to promote these channels to staff who may not currently

be aware of them.

20. CLT have requested the inclusion of a question to seek feedback about staff forums which will be added in to this section.

Section 8 – Learning and Development

21. An additional question on coaching has been included to:

- Identify the areas where coaching is not yet a part of the culture of the service to direct where further promotion needs to be undertaken
- Gauge if the coaching that has taken place is having a positive impact
- Help to predict potential future demand in order to ensure we are developing the right number of qualified coaches
- Raise awareness of the coaching offer
- Provide initial benchmarking data to enable trend analysis in future surveys

Section 12 – Legacy for Wiltshire

22. Following discussion with Tim Edmonds, Head of Communications this section will be removed from the survey as the legacy programme is stopping after this year and the data would not be used.

Section 14 – About you

23. In 2014 we extended this section to collect information about some additional protected characteristics. Since the 2014 survey we have gone out to the workforce to collect this data for reporting in SAP. This forms the basis of our statutory annual workforce equality and diversity monitoring report which is part of our public sector equality duty.

24. For 2016 this section has been extended to include a question on religion and belief – this matches the information we have collected for SAP.

25. It is very helpful to understand if there is a difference in answer when people provide information anonymously, whether compared to data given through SAP which is identifiable. Collecting this data also enables us to group survey responses by specific protected characteristics to identify significant differences between groups which can then inform action that we take.

26. In the introduction to this section we have also included information about the staff forums that exist to support staff with particular characteristics (disability / LGBT and BME), so that staff who are interested can easily access this information.

Process

27. SNAP survey will once again be used to build and run the survey. This will mean that costs will remain low as no external consultants will be required.

28. A link to the SNAP survey will be sent out through global wire messages, the Friday Electric Wire each week and placed on HR Direct to ensure that all

individuals who have access to a computer will be able to complete the survey on-line.

29. Staff without access to a computer will be asked to complete a paper questionnaire. These questionnaires will be distributed by contacts within each area and will be accompanied by freepost envelopes.

30. A tender exercise is currently being carried out to select a provider for the paper copy collation.

31. Response rates within sections will be published to drive competition between service areas, this will hopefully will lead to a higher response rate overall.

32. As in previous years, to preserve anonymity, where responses to any question could be used to identify individuals a report will not be supplied at that level.

Communications

33. HR will work closely with the communications team to create a comprehensive communication plan during the months leading up to the launch of the staff survey.

34. Comenius (providers of the council's grow system) have agreed to sponsor the survey to the value of £150. It is proposed that we offer a first prize of £50, second prize of £30 and 7 prizes of £10 gift cards through Wiltshire Rewards to encourage staff to respond to the survey.

Recommendations/Decisions

35. It is recommended that Staffing Policy Committee;

   a. Confirm support for the arrangements for the 2016 staff survey as outlined in this report.
   b. Note that a report of the results of the staff survey will be presented in February 2017.

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