

Staff engagement survey 2018



Corporate Results

Report to staff and members

Introduction

Welcome to the results report for the 2018 staff engagement survey. Firstly, we would like to say a big thank you to every member of staff who took the time to tell us how they feel about working for Wiltshire Council; your views really do matter. The information contained in this report, and the actions and priorities we agree as a result, will help us continue to make this a better place to work.

This survey brings an increased focus on staff engagement and the factors that influence staff experiences of working here. Recent research shows strong links between the performance of our teams and how engaged they are, and that increasing engagement can lead to improved performance, ultimately improving service outcomes for our customers.

We define staff engagement as the emotional commitment people have to delivering organisational objectives, while enjoying a sense of purpose and focused energy in their delivery. This encourages a sense of wellbeing, a feeling of cultural belonging and the use of innovation, collaboration and persistence towards our organisational objectives.

“Engaged people are our biggest asset. Staff engagement is essential if we are to effectively deliver our corporate priorities, successfully deliver our transformation programmes and ensure the benefits are realised. As leaders and managers, our role is to support the organisation in engaging staff with these and other programmes, and to support us in transforming the Council.”

**Alistair, Carlton and Terence
Corporate Directors**

To achieve this, we listened to feedback from various staff groups, redesigning the survey against a model provided by “Engage for Success”, a voluntary organisation aligned with the Chartered Institute of Personnel & Development (CIPD). By measuring and assessing staff feedback against this model and its four enablers of engagement, we can steer corporate action to target the aspects of working here which you told us are less well developed.

Our [People Strategy](#) continues to underpin this approach through its three main themes, which include a commitment to encouraging and developing staff engagement at all levels within the council, as well as improving recognition and communication. The strategy culminates in the fulfilment of our employee promise:

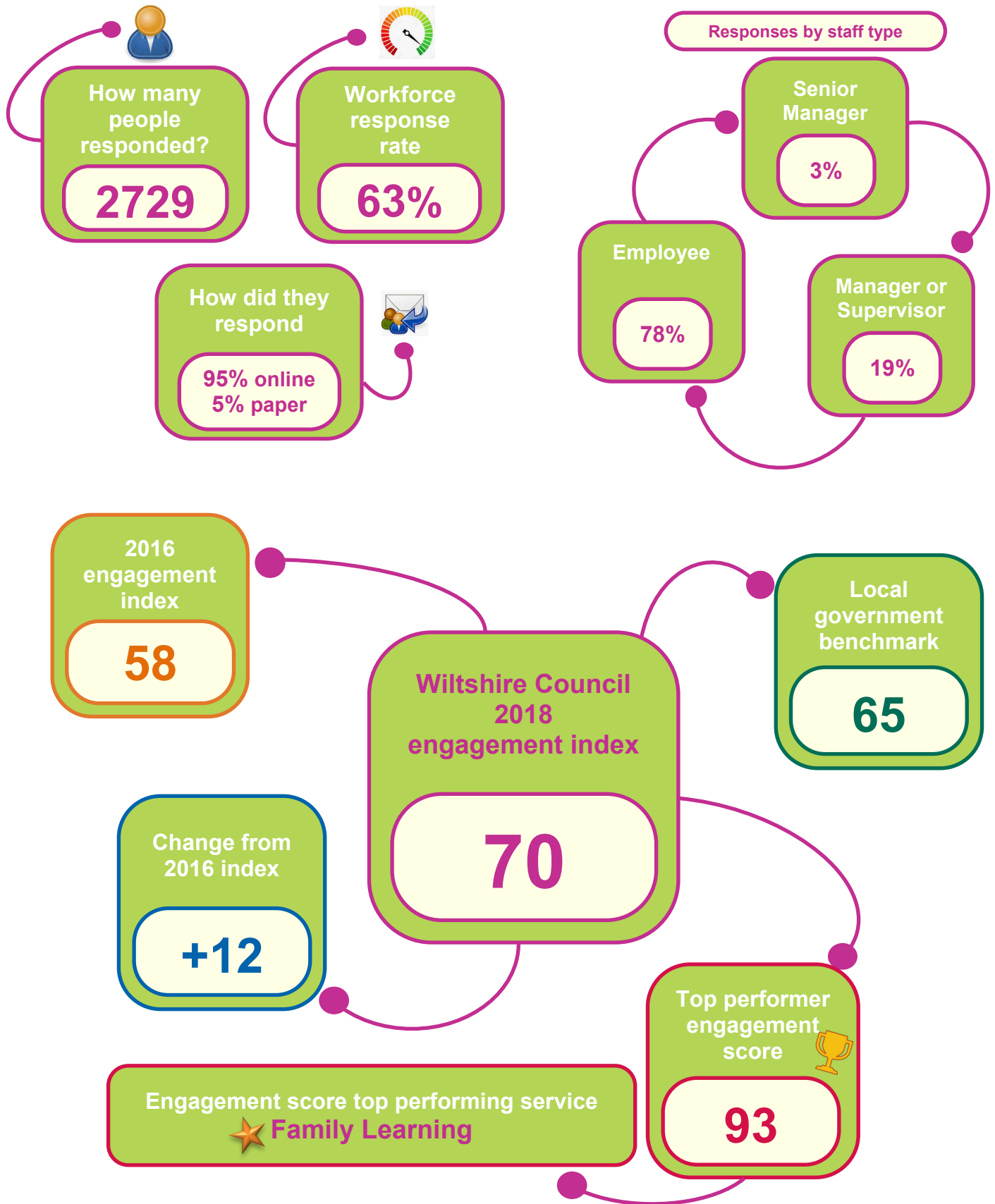
“We empower our people to innovate and collaborate in order to build stronger communities”

We also recognise that results from previous surveys are an important reference point in measuring our progress and the same control questions used previously have been incorporated into this survey to allow for comparison.

This report aims to summarise the views of the respondents against the engagement model and allow for comparison with previous results. It is divided into three main sections:

- ✓ The first section summarises the engagement results from the survey, including scores against the Engage for Success model, which is made up of four enablers of engagement: strategic narrative, engaging managers, employee voice and integrity.
- ✓ The second section shows a summary of the key themes identified through staff feedback and comments captured in the survey, as well as a comparison of scores for our people strategy values back to 2016. These will be reviewed by the leadership team to inform and guide corporate action plans and support discussions with directors and service heads.
- ✓ The third section of the report provides a full breakdown of positive, neutral and negative responses for each survey question. This will be used to highlight positive feedback and support discussions about areas requiring improvement or corrective action.

Results – summary for Wiltshire Council

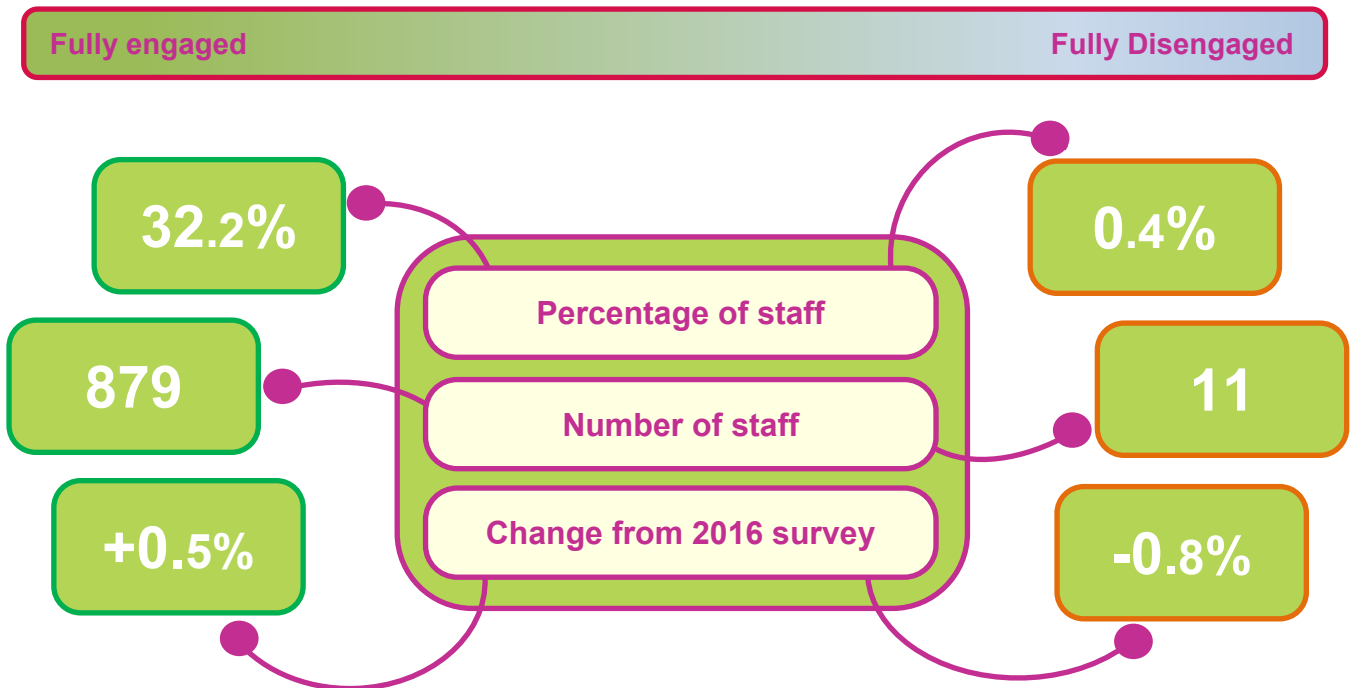


Important notes:

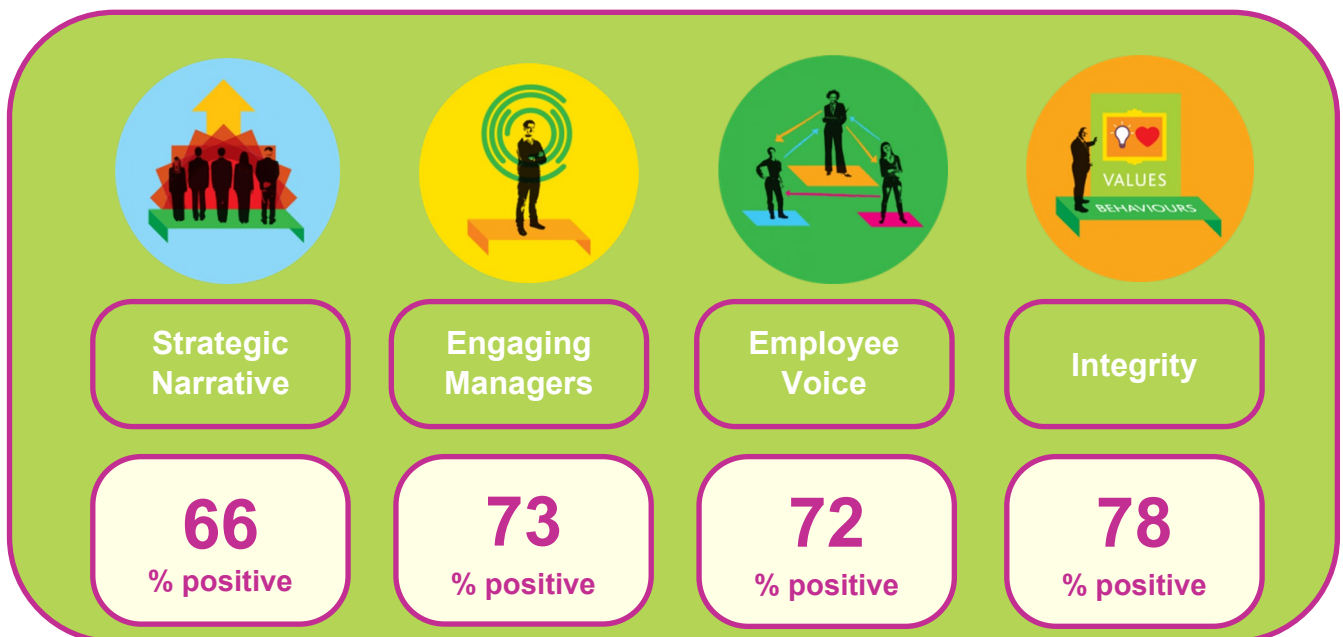
- ✓ Lower % response rates could mean that survey results don't fully represent the views of staff across all directorates or service areas.
- ✓ These figures do not include casual or agency workers.

Results – engagement scores

How engaged are our staff?



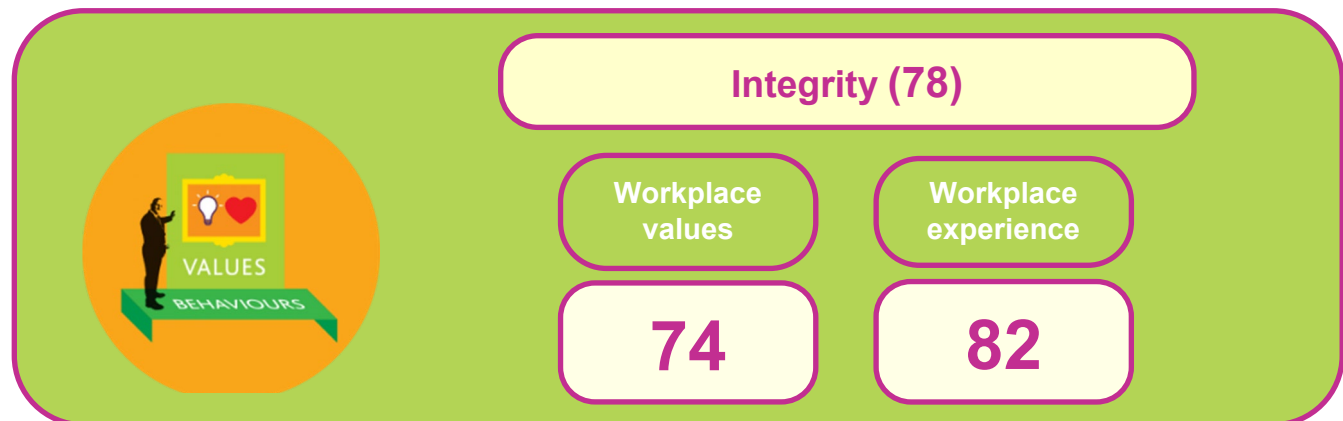
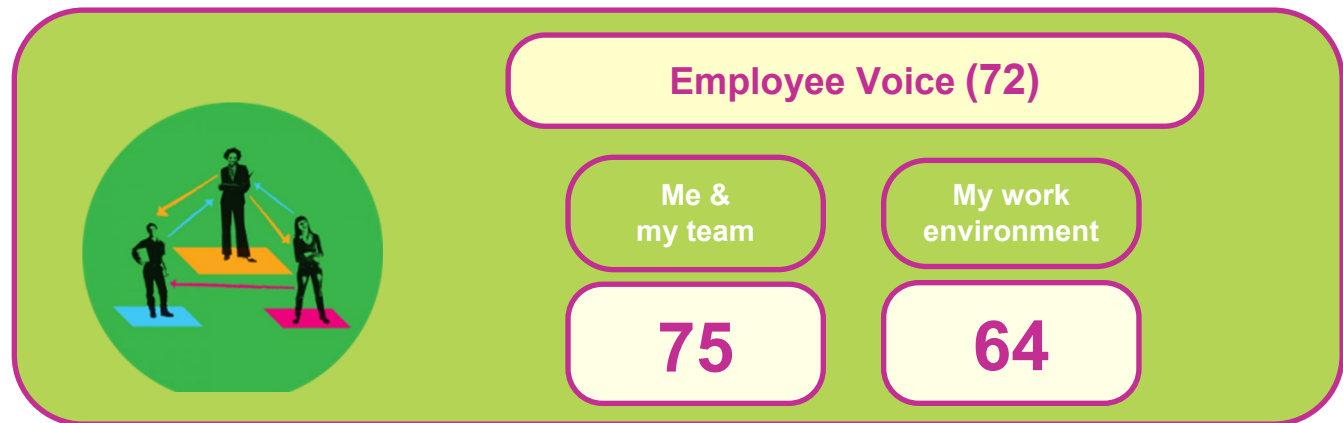
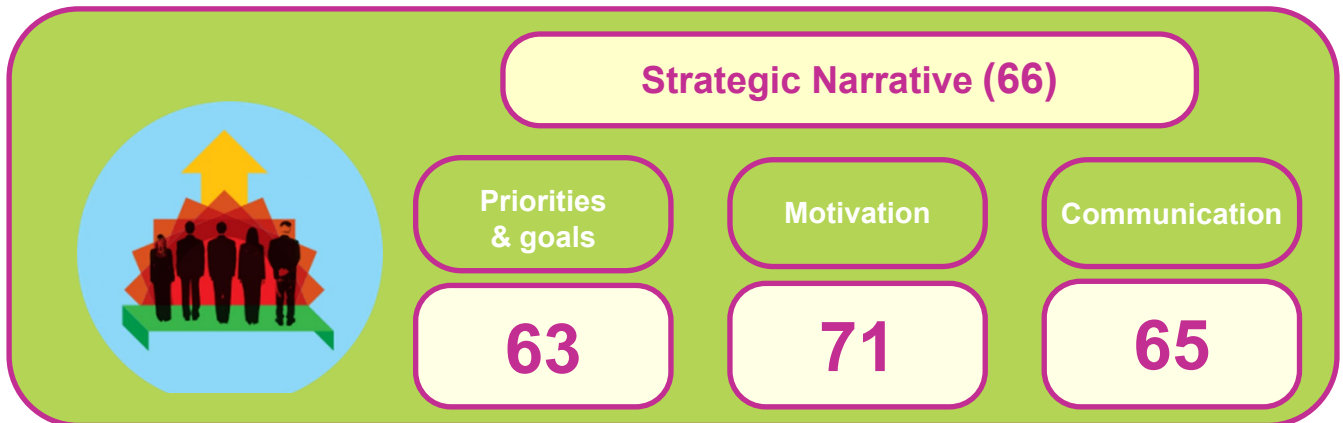
How we scored using the Engage for Success model's four enablers of engagement:



Important notes:

- ✓ Staff engagement figures and index are based on responses to six control questions in the survey.
- ✓ Fully engaged staff are defined as those who responded positively to all of these questions.
- ✓ Fully disengaged staff are defined as those who responded negatively to all of these questions.
- ✓ Definitions of positive and negative responses can be found in the last section of this report.
- ✓ The engagement index figure is based on positive responses to the control questions; the average of these responses is calculated to give our engagement index.

To help prioritise which areas may need additional development, the four enablers of engagement were further divided into sub-themes. These help us narrow our focus, support more effective action planning and allow identification of corporate engagement priorities. Scores were calculated for each of the sub-themes based on the percentage of positive responses to the appropriate questions:



Important Notes:

- ✓ More information about which survey questions make up each theme, as well as full scores for each of the questions, can be found in the last section of this report.

One of the enablers of staff engagement describes listening to “employee voice”, encouraging and supporting staff to be involved, listened to, and invited to contribute their experience, expertise and ideas. This was an important aspect in developing the 2018 staff engagement survey so, as a result, more opportunity was provided for staff to tell us in their own words about their experiences of working for Wiltshire Council.

These free text responses have been reviewed and categorised into key themes or areas; the word clouds below provide a powerful view of what themes are most important to our staff, based on their own direct feedback. In these word clouds, the larger the word the more times that theme was referenced in the comments. The leadership team will use this to inform and guide corporate action plans:

What we do well

Progression
Management feedback
Flexible working
Valued Appraisals
Encouraging managers
Training opportunities
Staff engagement
Resources & Environment
Wellbeing

What we need to do better

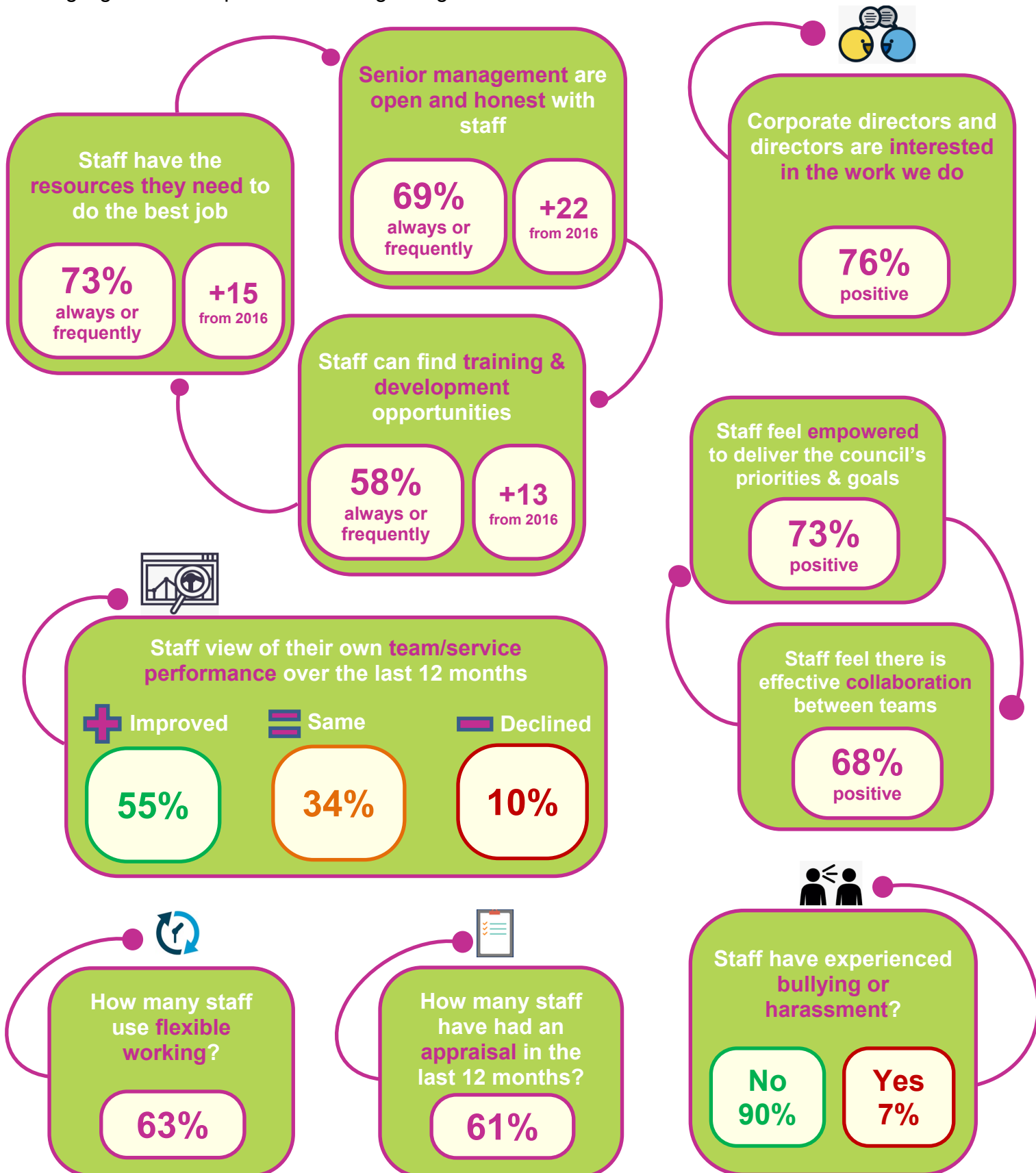
Appropriate training
IT systems
Restructures Staff forums
Working environment
Performance management
Worklife balance
Parking Budget & Funding
Benefits Incentives Pay
Management support
Corporate comms

Important Notes:

- ✓ These word-clouds show how often particular themes were mentioned in free text comments sections. The larger the word, the more references were made to that theme.

Results – key themes

Employee engagement can be influenced by many factors, including those relating to work environment, personal development and work/life balance. It is also important to reflect on the effects of actions taken to address the priorities identified through previous surveys. This section highlights how respondents felt regarding both of these areas.



Important Notes:

- ✓ Some scores will not total 100% as not all respondents answered every question.

People Strategy 2017 – 2027

The 2016 staff survey coincided with the introduction of the council’s new people strategy for the next ten years. The strategy describes our corporate values of Empowering People, Innovation and Collaboration, represented by the acronym EPIC. The degree to which staff identify with our corporate values and can positively recognise them within their workplaces is a significant driver of staff engagement, so the 2016 survey was used to establish initial baseline scores for each of the three EPIC values:

Empowering People

“Our staff are empowered to deliver services to our customers and are encouraged to find new ways of working to improve the customer experience. Suggestions are welcomed and opportunities are explored in order to maximise service delivery.”

Innovation

“Our systems, practices and policies are progressive and enable our staff to have improved flexibility in their roles, transparent career opportunities and the ability to share knowledge and expertise with each other for the benefit of our communities.”

Collaboration

“We provide a supportive culture where we work together to achieve more. We listen to our staff, partners and communities and do things with, rather than to, them. We use our strengths to help each other, and welcome new perspectives. Put simply, we know we can achieve much, much more when we work closely with, listen to and support others.”

This new survey gives us the opportunity to consider how well these values have become embedded in the organisation over the last two years. The results indicate that staff recognition and understanding of these values has improved consistently when compared to the initial baseline:

	2018 Positive %	2016 Positive %	% change
Empowering People	79	72	+7 ✓
Innovation	62	46	+16 ✓
Collaboration	74	71	+3 ✓

	2018 Negative %	2016 Negative %	% change
Empowering People	3	10	-7 ✓
Innovation	7	24	-17 ✓
Collaboration	4	9	-5 ✓

The thematic scores above are made up of the following questions and their respective positive and negative scores. The improvement in scores across the board is a result of increases in both positive responses (10 of the 13 questions saw increases) making up the values, as well as notable reductions in the number of negative responses to all 13 questions.

The consistency of these changes reinforces the suggestion that the principles of the people strategy are becoming embedded in our working practices, and that the corporate focus on engagement since the last survey is beginning to take effect:

	Positive %			Negative %		
	2018	2016	Change	2018	2016	Change
Empowering People						
The decisions I make are trusted and supported	91	60	▲	1	16	▼
My manager is open to my ideas and suggestions	73	78	▼	4	7	▼
I understand how my work contributes to the priorities and goals of the council	77	86	▼	3	4	▼
My manager helps me to be effective in my job	75	62	▲	4	12	▼
Innovation						
The council manages change effectively	57	43	▲	4	24	▼
I can find the right training and development opportunities to improve my skills	58	45	▲	7	31	▼
Working here motivates me to contribute more than is normally required in my work	53	44	▲	8	15	▼
I have the resources I need at work to do the best job I can	73	58	▲	3	25	▼
The learning and development I have received over the last 12 months has helped to develop my career	70	41	▲	13	23	▼
Collaboration						
I understand how my role contributes to my team/service objectives	91	83	▲	0	5	▼
I get feedback on how satisfied our customers are with our work	39	54	▼	13	19	▼
We act on the feedback we receive from customers	81	65	▲	2	7	▼
I believe my job makes a difference to the community	84	81	▲	1	4	▼

Important notes:

- ✓ Want to know more? You can get further information on the results in this report by contacting the HR Insight Team or emailing staffsurvey2018@wiltshire.gov.uk.
- ✓ You can also speak to your HR Business Partner with specific service related questions.

Results – detailed responses

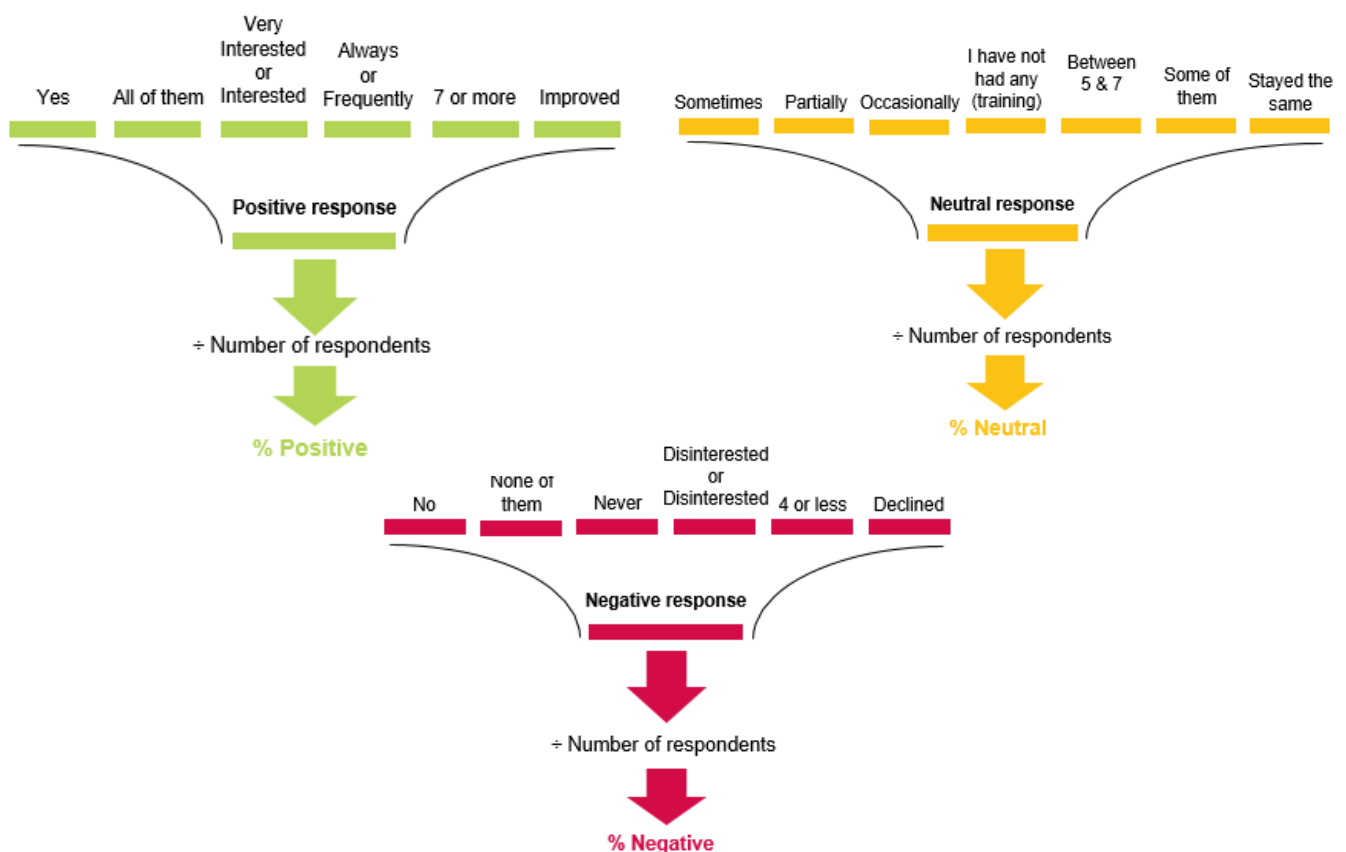
This section of the report provides a summarised breakdown of responses to each question in the staff engagement survey. This can be used for more detailed analysis to support the development of corporate priorities, identify potential issues around a particular area or behaviour and identify opportunities to learn from those areas with positive feedback. For comparison and benchmarking purposes, questions were matched back to the 2016 survey and the corresponding scores shown next to each question.

We define staff engagement as:

“the emotional commitment people have to delivering organisational objectives, while enjoying a sense of purpose and focused energy in their delivery”

These results should be reviewed in the context of our definition of staff engagement; this will help ensure that any actions or priorities agreed, either corporately or within individual service areas, support our aims of improving performance through increasing staff engagement.

The tables on the following pages show how respondents answered each of the questions. The answers to the questions are divided into percentages, representing one of four categories: positive, neutral, negative and blank/no response. The way answers were matched to these categories is shown below:



Important notes:

- ✓ Results are presented as whole numbers to make the results easier to read.
- ✓ Original values have been rounded down (.00 to .49) or rounded up (.50 to .99) at the final stage of calculating the results.
- ✓ This rounding means that some results may total slightly more or less than 100%

Strategic Narrative

**Section Average:
66% Positive**

% Positive	% Neutral	% Negative	% Blank
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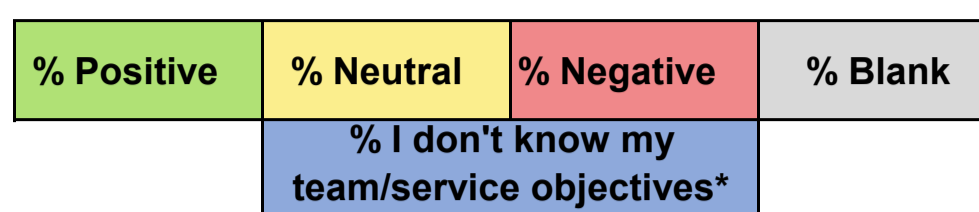
			% Positive 2018	% Positive 2016
02	The council's priorities and goals have been made clear to me		73	80*
03	I understand the council's priorities and goals		70	n/a
04	I feel committed to achieving the council's priorities and goals		58	72
05	I believe in the approach the council is taking to achieve its priorities and goals		51	n/a
Sub section 'Priorities & Goals' average			63	
06	I feel our Directors and Corporate Directors are interested in our service area and the work we do		76	n/a
07	Our Head of Service promotes the work of our team across the wider directorate and council		67	n/a
08	Working here motivates me to contribute more than is normally required in my work		53	44
09	I understand how my work contributes to the priorities and goals of the council		77	86*
10	I believe my job makes a difference to the community		84	81
Sub section 'Motivation' average			71	
11	It has been made clear to me how I am expected to behave at work		97	96*
12	Senior Management (service heads, directors and corporate directors) are open and honest with staff		69	47*
13	The information I receive from my managers (line manager, service head, director or corporate directors) about what is going on in the council helps me do my job effectively		53	60*
14	The council helps me to understand why changes are made		66	74*
15	The council manages change effectively		57	43
16	The corporate information I receive (including on The Wire, Electric Wire updates and global emails) is relevant, useful and informative		45	61**
Sub section 'Communication' average			65	

*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Engaging Managers

**Section Average:
73% Positive**



*only relates to Q19

			% Positive 2018	% Positive 2016
17	I know what is expected of me in my role		92	82**
18	My manager trusts me to take responsibility for my work		92	90*
19	I understand how my role contributes to my team/service objectives		91	83*
20	My manager helps me to be effective in my job		75	62*
21	The decisions I make are trusted and supported		91	60**
22	I receive constructive feedback from my manager about my performance		73	64**
23	My manager gives me the recognition I deserve when I have done my job well		64	76**
Sub section 'Management Effectiveness' average			83	
24	My manager supports staff to improve their performance where required		67	34**
25	I get feedback on how satisfied our customers are with our work		39	54*
26	I am encouraged to look for ways of improving services to customers		68	76*
27	My manager is open to my ideas and suggestions		73	78*
28	My ideas and suggestions are escalated when appropriate		67	65**
29	My manager supports me to develop my own career		68	n/a
30	I can find the right training and development opportunities to improve my skills		58	45**
Sub section 'Performance' average			63	


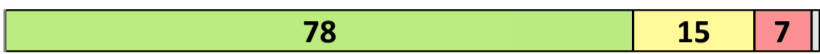












*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Employee Voice

**Section Average:
72% Positive**

% Positive	% Neutral	% Negative	% Blank
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			% Positive 2018	% Positive 2016
31	I am proud to be part of Wiltshire Council		86	62
32	Please rate how you would recommend working at Wiltshire Council		78	54
33	I enjoy the work I do		88	n/a
34	My job makes good use of my skills and abilities		87	72
35	I can influence how I best perform in my job		86	n/a
36	The learning and development I have received over the last 12 months has helped to develop my career		70	41
37	Over the last 12 months I feel that my performance at work has		58	n/a
38	Over the last 12 months I feel that my team's/service's performance has		55	n/a
39	I would feel comfortable approaching my manager to discuss any work-related concerns		93	n/a
40	Our team meetings are effective		52	64*
Sub section 'Me and My Team' average			75	
41	I have had an appraisal in the last 12 months		61	59
42	I find appraisals useful		70	52**
43	Considering my duties and responsibilities, I am satisfied with the total benefits package (e		57	53
44	My working conditions and environment are appropriate for the work I do		68	63**
Sub section 'My Work Environment' average			64	

















*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Integrity

**Section Average:
78% Positive**

% Positive	% Neutral	% Negative	% Blank
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			% Positive 2018	% Positive 2016
45	I feel a sense of belonging to Wiltshire Council		80	50
46	Working here makes me want to do the best job I can		67	63
47	I feel valued and recognised for the work I do		68	66
48	I feel empowered to deliver the council's priorities and goals		73	n/a
49	There is effective collaboration between my team and other teams we work with		68	69*
50	We act on the feedback we receive from customers		81	65
51	I think the council is committed to customer satisfaction		82	68*
Sub section 'Workplace Values' average			74	
52	I feel supported when I have to prioritise my work		75	n/a
53	I have the resources I need at work to do the best job I can		73	58**
54	Good performance is recognised where I work		71	n/a
55	In the last year, have you personally experienced bullying or harassment whilst at work?		90	91*
56	In the last year, have you personally experienced discrimination whilst at work?		95	95*
57	I would feel confident reporting bullying, harassment or discrimination		88	74**
58	I believe that bullying, harassment or discrimination would be dealt with effectively when reported		82	n/a
59	I believe that appropriate action will be taken on the outcomes of this survey		70	37*
60	Health and Safety is taken seriously at the council		91	83*
Sub section 'Workplace Experience' average			82	

*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey