WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
4 March 2015

Staff survey results and launch of learning and performance management system (LMPS).

Purpose of Report

1.   This report updates Staffing Policy Committee on the overall corporate results of the 2014 staff survey (prior to presentation at Cabinet on 17 March).

2.   It outlines the priorities arising from the survey and how the new Learning and Performance system (due for launch at the end of April) will support delivery of these priority actions.

Background

Staff survey:

3.   The 2014 staff survey ran between 20 October and 7 November 2014 for staff to complete online.

4.   Frontline staff without access to work laptops were provided with paper copies of the survey and the deadline date for submission of these was extended until Tuesday 18 November 2014.

5.   The overall response rate across Wiltshire Council was 60% which was the same as in 2012 and is a good response rate for an organisation of this size.

6.   The survey responses have been collated to provide an overall corporate report which is available via HR Direct and was communicated to staff and managers on 10 February 2015.

7.   The staff survey is a key way in which we measure staff engagement. An engaged workforce is important to the council's ability to deliver our people strategy and business plan outcomes.

Learning and Performance Management system

8.   Following the centralisation of the Organisational Development and Learning function in April 2013 it was identified that a key aim for the centralised service

was to implement a Learning Management System.

9. Additional benefits were identified through expanding the scope of the project to include performance management and workforce development planning elements thus supporting a range of activities within the People Strategy and enabling delivery of the 12th key action of the business plan, 'Develop the knowledge, skills, behaviours and leadership of our workforce, managers and councillors'.

10. The project is intended to contribute towards efficiency savings across the organisation by increasing capacity and allowing a reallocation of the services budget across the People and Business service.

11. The system will enable a closer link between learning and service planning to ensure staff can be recommended learning which closes skills, knowledge and behavioural gaps, whilst ensuring any learning undertaken meets a relevant business objective and adds value to the council. In this way the costs of staff undertaking unnecessary or irrelevant learning can be avoided.

12. In addition the system should reduce reliance on face to face training and provide blended learning options to enable staff to take more responsibility for their own learning, including ability to signpost staff to wider learning & development opportunities through links to external online resources.

13. In January 2014 the Cabinet Capital Assets Committee approved the funds to procure a Learning Management and Performance System.

14. A full procurement process took place and the contract was awarded to Comenius, to deliver a system based on the SABA software platform.

15. The system that has been procured is a fully integrated system comprising modules for learning, performance and talent management.

16. A phased approach is being taken, with the intention to launch the learning and performance modules at the end of April 2015, and to then develop and deliver the talent management module later in 2015.

Main points

Staff survey

17. Overall the survey results show continued improvements in the way staff view Wiltshire Council as an employer. Within each main section of the survey responses have been as positive, or more positive, than in 2012.

Section	2014 Average Positive Responses	2012 Average Positive Responses	Change in % Positive Responses
Change	65	61	+4%

Your role	**63**	**63**	**0%**
Culture, wellbeing and safety	77	73	**+4%**
Reward and Recognition	62	58	**+4%**
Communication	60	57	**+3%**
Management and Leadership	53	50	**+3%**
Learning and Development	57	52	**+5%**
Employee engagement	56	51	**+5%**
Team Work	75	72	**+3%**
Customers	70	68	**+2%**

18. There has been a rise of 4.9% in the number of "fully engaged staff" (measured through the questions in the table below) and a reduction in those whose responses show them to be fully disengaged.

			% Positive	
			2014	**2012**
Say	42	**I am proud to work for Wiltshire Council.**	62	55
	43	**I would recommend Wiltshire Council as a great place to work.**	53	45
Stay	44	**I feel committed to the organisation's goals.**	70	66
	45	**I feel a strong sense of belonging to this organisation.**	49	43
Strive	46	**Working for Wiltshire Council makes me want to do the best job I can.**	61	57
	47	**Wiltshire Council motivates me to contribute more than is normally required in my work.**	43	38
		Employee Engagement Index	56	51

19. The survey responses continue to reflect strong embedding of the behaviours framework, with 95% of staff stating they understand the behaviours that are expected of them.

20. Whilst the results indicate good employee engagement we recognise the need for continual improvement. Based on survey feedback we have created a key corporate priority "Every employee to have an annual appraisal and clear development plan".   By focusing on this single priority area it is intended that

both staff engagement and indicators related to people strategy themes, measured through the survey, will be positively impacted.

21.   In addition a further corporate priority is that "Everyone should be involved in making improvements through service level planning" with a requirement for all services to carry out action planning involving staff in making positive changes based on the survey responses within their own areas.

22.   Heads of service have been provided with reports together with a toolkit designed to support them in undertaking this effective action planning with their teams and will be supported by the senior team to deliver on this priority.

LMPS

23.   Currently managers use SAP to record appraisals which was not designed for this purpose. The new LMPS is a much simpler and more intuitive system which will support managers to carry out appraisals with their staff, creating objectives and reviewing development plans.

24.   The LMPS can be used to cascade objectives to groups of staff linked to the business plan. Initially the key cascaded objectives to all managers will support the priorities arising from the staff survey:

- Carry out action planning based on staff survey responses
- Carry out appraisal, objective setting and development planning with every employees

25.   The LMPS also allows managers to create objectives based on their service plans and cascade these to their own teams (or to individuals or groups of staff within those teams).

26.   All objectives are linked to business plan outcomes to ensure better monitoring of progress towards these outcomes across the whole organisation.

27.   The LMPS links performance and development planning to enable appropriate development opportunities to be identified which will add value.

28.   Based on key behaviours and skills required for a role, a gap analysis can be undertaken between current performance and required levels. Where a skills gap exists the system will recommend appropriate development to close this.

29.   This can include all types of development with an emphasis on provision that is flexible and non-class based such as e-learning, coaching, webinars, social learning and on the job training. Face to face training will be offered only where it is deemed to be a corporate priority and the most appropriate option.

30.   It is planned to launch the new learning and performance system to managers from the end of April onwards. This will include initial demonstrations and testing with stakeholder groups and then a wider roll-out across the whole organisation by the summer.

31. We hope to include information from the LMPS within our quarterly workforce statistics from the autumn onwards.

Recommendations

32. **Staff survey** – that Staffing Policy Committee note the 2014 staff survey results and the key priorities arising.

33. **LMPS** – that Staffing Policy Committee note the benefits this new system will bring, particularly in supporting the key corporate priority arising from the staff survey and that a demonstration of the new system is available at the next Staffing Policy Committee meeting in May 2015.

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The following unpublished documents have been relied on in the preparation of this report: None