

## The Highland Council

Resources Committee – 25<sup>th</sup> November 2015

Agenda Item	<b>12(a)</b>
Report No	<b>RES/100/15</b>

### Employee Survey 2015 – Corporate Response

Report by Depute Chief Executive/Director of Corporate Development Service

#### Summary

This paper provides the corporate commitments which address the key messages and areas for improvement from the 2015 Employee Survey. The impact of these commitments will be measured in the next Employee Survey. Members are asked to agree the corporate commitments in response to the Employee Survey.

#### 1. Background

- 1.1 The results of the Employee Survey were reported to Resources Committee on 26 August 2015.
- 1.2 Following this, the Employee Survey provider, BMG, delivered a presentation to the Directors and Heads of Service on 17<sup>th</sup> September. The presentation was followed by a workshop that discussed the commitments needed to address the main factors in the survey results.
- 1.3 The key messages from the workshop and the commitments were then discussed with the Staff Partnership Forum and their views and suggestions have been included.
- 1.4 These commitments represent areas of corporate focus. Services and sections will be creating their own action plans which will specifically address the individual results for their Service.

#### 2. Focus for Improvement

- 2.1 The Council will continue to focus on increasing employee engagement and improving staff health and wellbeing.
- 2.2 A set of metrics was developed for this survey to quantify employee engagement; health and wellbeing and views on the Fairer Highland commitment. These indexes will be the measurement for improvement in the next survey

Job Satisfaction	70%
Employee Engagement Index	59%
Health & Wellbeing Index	55%
Fairer Highland Index	71%

**2.3** BMG's analysis of the results, including correlating responses to different questions, have been summarised in key messages and these have been used to inform the commitments:

Key drivers of job satisfaction	<ul style="list-style-type: none"> <li>• Job enjoyment</li> <li>• Sense of self-worth/making a difference</li> <li>• Culture of the organisation</li> <li>• Feeling valued and recognised</li> <li>• Making best use of individual skills</li> </ul>
Key factors that underpin morale	<ul style="list-style-type: none"> <li>• Praise</li> <li>• Recognition</li> <li>• Guidance and support at work</li> <li>• Consistent leadership</li> <li>• Belief that we work for a successful organisation</li> </ul>
Key drivers of employee engagement that are scoring lower	<ul style="list-style-type: none"> <li>• Line Manager discusses my training and development needs</li> <li>• Feedback on your work and performance</li> <li>• Receiving praise for good work</li> <li>• Line Manager acts on my ideas and suggestions</li> <li>• Receiving guidance and support at work</li> </ul>
Career Development	
Clear links between receiving and ERD or Review and awareness of organisational values and engagement	
Workload and stress	
Change management and change causing worry	

### **3. Commitments**

**3.1** Based on the analysis and the proposals from the workshops, 5 commitments have been identified:

1. Value and recognise staff through managers engaging with their staff
2. Communicate with employees in the way that they prefer and interpret and present information to meet their needs
3. Provide appropriate training and career development opportunities for all staff
4. Create and sustain mental wellbeing
5. Put people at the centre of change management activity

**Appendix 1** outlines in more detail what these commitments mean.

- 3.2** These commitments underpin the need for all managers to recognise and value the work of employees and to ensure that they maintain the behaviours and attitude that will support and deliver the values of the Council.
- 3.3** In support of the commitments, the Staff Partnership Forum also highlighted the importance of:
- Managers having regular conversations with staff about their work and completing an annual review
  - Managers attending the training provided particularly people management and minimising and dealing with stress
  - Identifying ways to overcome the challenge of communicating with staff not on Council email
  - Ensuring change management happens at a local level with staff engaged in a way that makes sense of the change for them

#### **4. Delivery of the Commitments**

- 4.1** The Commitments have the support of Directors and Heads of Service and implementation will start by these senior managers communicating to their management teams the expectations this places on managers, across the Council, to reinforce and support delivery of these commitments in order to improve and promote employee engagement and the well-being of the workforce.
- 4.2** Progress will be monitored through Employee Development Reviews with all managers to ensure that the necessary action is taking place and that improved outcomes are reported from the next Employee Survey.

#### **5. Implications**

- 5.1** The focus on the Fairer Highland commitment supports our equalities agenda and the commitments are achievable within our existing resources.
- 5.2** There are no legal; climate change/Carbon Clever; risk; Gaelic and rural implications.

#### **Recommendation**

That Resources Committee:

- a) Agrees the corporate commitments in response to the 2015 Employee Survey

Designation: Depute Chief Executive

Date: 26<sup>th</sup> October 2015

Author: Cathy Christie, Learning & Development Manager

Background Papers:

[Employee Survey Final Report](#)

[Employee Survey Presentation](#)

Commitments	What you can expect	Includes
<p>Value and recognise staff through managers engaging with their staff</p>	<p>You will receive an annual Employee Review and Development Plan and at least one other review with your line manager throughout the year.</p> <p>You will be given clear objectives; praise for achievement and managers will tackle poor performance or inappropriate behaviour in the team.</p>	<ul style="list-style-type: none"> <li>• Develop line management skills in valuing and recognising staff: <ul style="list-style-type: none"> <li>➤ Leadership Development Programme</li> <li>➤ Management modules (e.g. performance management; stress management; attendance management)</li> <li>➤ Management toolkits and resources</li> <li>➤ Management induction</li> </ul> </li> <li>• Employee Review and Development</li> <li>• Highland Council organisational values included in all management training</li> </ul>
<p>Communicate with employees in the way that they prefer and interpret and present information to meet their needs</p>	<p>You will receive support and advice from your manager.</p> <p>Your manager will also keep you and the team informed and encourage contributions to the team.</p> <p>You will have the opportunity to receive important council news direct to your personal email address (if you do not have a Highland Council email address).</p>	<ul style="list-style-type: none"> <li>• Regular team meetings and tool-box talks</li> <li>• Clear corporate and Service information to staff including successes</li> <li>• Alternative on-line approaches for key communications for staff not on Council email – e.g. use of personal email addresses</li> <li>• Highland Council Staff Partnership Forum</li> </ul>

Commitments	What you can expect	Includes
Provide appropriate training and career development opportunities for all staff	Your manager will allocate and manage workload to make the best use of your skills and abilities; provide appropriate opportunities for development and support you to take responsibility for your own learning and career/ professional development.	<ul style="list-style-type: none"> <li>• Using workforce planning to: <ul style="list-style-type: none"> <li>➤ Succession plan and prepare staff</li> <li>➤ Provide secondments &amp; other opportunities</li> <li>➤ Cross-section &amp; Service collaboration</li> <li>➤ Identify staff skills and make best use</li> </ul> </li> <li>• Regular reviews and ERDs</li> </ul>
Create and sustain mental well-being	<p>Your health, safety and well-being and that of your colleagues will be protected, including managing workload, encouraging flexibility and a work-life balance.</p> <p>Your manager will apply all relevant legislation, policies and procedures to ensure health, safety and wellbeing at work for all staff.</p>	<ul style="list-style-type: none"> <li>• Mentally Healthy Workplace training for managers</li> <li>• Stress Awareness training</li> <li>• Mental Health First Aiders</li> <li>• Mentally Healthy Toolkit</li> <li>• Stress Risk Assessment</li> <li>• Workload management through regular reviews and ERDs</li> </ul>
Put people at the centre of change management activity	<p>You will have proposed and planned changes explained to you and, at the appropriate level, be involved in identifying and making improvements.</p> <p>Your communication and training needs will be part of all plans for change.</p>	<ul style="list-style-type: none"> <li>• Highland Council Staff Partnership Forum</li> <li>• Change management training for managers &amp; supervisors</li> <li>• Dealing with change training for staff</li> <li>• Staff training and support identified within all project plans</li> <li>• Building Highland Council values into change management planning</li> <li>• Local discussion with staff prioritised within project and change plans</li> </ul>