

EAST AYRSHIRE COUNCIL

CABINET – 22 APRIL 2009

EMPLOYEE ATTITUDE SURVEY 2008

Report by Depute Chief Executive/Executive Director of Corporate Support

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise Cabinet of the findings of the Employee Attitude Survey which was carried out within the Council during September 2008.
- 1.2 A copy of the findings of the survey showing comparison with the 2005 outcomes is attached.

2. BACKGROUND

- 2.1 In accordance with best practice which recommends that an organisation should gauge regularly the views of its employees on key issues on a regular basis, an Employee Attitude Survey was carried out in September 2008. This followed a similar survey which was carried out in 2005 and was once again carried out by Tom McGlew of the University of Edinburgh.
- 2.2 Individual questionnaires were sent to all employees' home addresses and completed questionnaires were returned direct to the University of Edinburgh for analysis.
- 2.3 In order to allow measurement of the findings, the question set contained in the 2008 survey broadly mirrored the 2005 question set.
- 2.4 Tom McGlew will attend Cabinet in order to present the findings of the survey.

3. FINDINGS

- 3.1 2,870 questionnaires were returned representing a response rate of 42%. Whilst down slightly on the 2005 rate of 44% the response rate nevertheless provides a statistically robust sample from which conclusions can be drawn.
- 3.2 The principal results of the survey are very positive, indicating for example that:-
 - 86.9% claim to enjoy the work they do
 - 60.3% would describe their morale as high
 - 73.2% expressed satisfaction with the Council as an employer
 - very positive responses in respect of employees' awareness and support of the Council's commitment to best value
 - strong recognition of the Council's core values and vision

- a clear understanding of the contribution which individual employees can make to their achievement.

3.3 Key issues identified for further action include:-

- Violence at work – ensure that all employees are aware of the Safety Standard on Personal Safety and also the arrangements and the need for any violent incidents to be reported.
- EAGER – to ensure that EAGER is carried out for all employees.
- Stress at Work –ensure that the revised Safety Standard on Stress in the Workplace is implemented effectively and that appropriate training is provided to relevant employees and managers.
- Team Meetings – ensure that Executive Directors and Heads of Service ensure that appropriate team meetings and briefings are held regularly for all employees.
- Communications – ensure that there is a regular flow of information to employees through all media.

3.4 The survey finds that in overall terms the Council compares well with a benchmarked group of comparative Councils.

4. FUTURE ACTION

4.1 In order to take forward the results of the Survey a number of general Employee Focus Groups will be established and they will report to the Corporate Management Team with their findings and recommendations.

4.2 The findings of the survey will be communicated to all employees through Eastwords, the intranet and by paper copies to those who do not have access to e-mail.

5. CORPORATE MANAGEMENT TEAM

5.1 The findings of the Employee Attitude Survey have been considered by the Corporate Management Team.

6. TRADE UNIONS

6.1 The Trade Unions were consulted prior to the survey being carried out and have been issued with a summary of the findings.

7. RECOMMENDATION

7.1 Cabinet is asked to consider the report and note the action which it is proposed to take to advance the issues identified in the results of the Survey.

Elizabeth Morton
Depute Chief Executive/
Executive Director of Corporate Support
9 April 2009

BACKGROUND PAPERS

Report to Corporate Governance Committee of 9th June 2005 by the Depute Chief Executive/Executive Director of Corporate Support – Employee Attitude Survey

Anyone wishing further information should contact Martin Rose, Head of Human Resources, Tel: 01563 576192

EAST AYRSHIRE COUNCIL
EMPLOYEE ATTITUDE SURVEY 2008

Summary

Introduction

The figures in parenthesis show the corresponding response to the question posed in the 2005 Survey. Where only one figure is stated, this is because there was not a corresponding question in the 2008 Survey.

Experience of Training and Development

(89.3%) 92.2% would know with whom to address a training, coaching or development need

(63.7%) 65.8% claim to have received explanations from line managers relating to their responsibilities concerning these matters

(47.3%) 50.3% report the routine use of EAGER as a means by which to review training needs

(57.7%) 55.2% believe that they could perform better at work if they had access to more relevant training and development

(60%) 63% indicate that they receive the training they request

Best Value

(83.0%) 85.6% claimed to be aware of the Council's commitment to delivering quality services

(83.8%) 83.8% claim also to support the Council's attempt to achieve Best Value services

(67.1%) 72.8% understand how as individuals they are meant to contribute to the Council's achievement of Best Value

(20%) 12.1% of employees claim not to know how as individuals they are meant to contribute to the achievement of Best Value

Equal Opportunity Practice

(67.6%) 65.5% agree that East Ayrshire Council encourages a policy of equal opportunity for all employees

(45.8%) 44.7% accepts that within the Council the contribution of everyone – regardless of rank or seniority – is valued

The Council's Core Values and Vision

(58.9%) 68.8% are familiar with the Council's statement on its Core Values and Vision

(51.3%) 59.4% understand how in their own role to contribute to the achievement of those values

38.8% uninformed on both indicators

Exposure to Various Means of Internal Communication

(68.1%) 67.9% regularly receive a copy of *Eastwords*

(65.7%) 69.7% are based in units or sections in which staff meetings are regularly convened and those with access greatly value them

16.4% fall outside the Council's formal communications network, neither receiving *Eastwords* nor enjoying access to unit staff meetings

Communication and Job Performance

(66.9%) 68.4% receive the information they need for effective job performance

(61.0%) 50.4% describe themselves as well informed generally about issues that affect their service area

22.4% claim to experience gaps in information of relevance to their immediate work situation

(61.9%) 59.2% claim to rely often on the workplace 'grapevine' as a source of information about their own service area

Line Management and Support for Staff

Managers were highly rated by respondents for the fairness with which they approached their responsibilities

(25.3%) 26.2% described their line manager as not available when needed

(62.8%) 63% described managers as willing to praise them for work well done

Line Management and Service Planning

(65.5%) 60.2% are encouraged by line managers to engage in work-related problem solving

61.0% are encouraged to share with management their comments and opinions

Whether a Culture of Blame

(80.7%) 80.1% report the ability to admit mistakes to line managers

The Council as Employer: Service Delivery and Customer Care

(60.9%) 64.2% agree that the Council cares about its customers

(92.5%) 84.9% describe themselves as understanding the needs and priorities of clients and customers

The Council as Employer: Pride in Employment

(61.1%) 61.6% and (60.3%) 60.6% respectively both experience a sense of pride in working for the Council and would recommend to others the Council as an employer

The Working Environment

(77.4%) 78.5% describe the equipment they operate as reliable

(73.0%) 71.7% accept that this work area is a generally pleasant place

(67.8%) 68.1% agree that the physical conditions in which they work are adequate for the actual work they do

(67.6%) 68.6% rate the level of cleanliness in their work area as satisfactory

Balancing Home and Work Responsibilities

(79.9%) 76.9% describe their current working arrangements as allowing them to balance home and work commitments

(59.8%) 57.7% respondents claim to be able to complete their duties in the normal working day

(55.7%) 63.7% the workforce claimed awareness of Council work-life balance policies

(65.1%) 65.1% claimed familiarity with the Council's commitment to flexible working arrangements

Health and Safety Issues

(89.4%) 91.3% claim to be aware of the safety rules applying to their work

(84.8%) 86.4% also feel able to comply with those rules

(72.6%) 73.6% maintained that health and safety issues were taken seriously in their work situations

Enjoyment of Work

(88.2%) 86.9% claim to enjoy the work they do

(76.3%) 73.4% describe themselves as usually happy about coming to work

(31.4%) 31.4% say that their job often gets them down

(71.6%) 68.0% feel secure in their current employment

(41.1%) 42.1% experience uncomfortable levels of stress in the course of their work

Recognition

(56.9%) 55.9% believe that they are recognised by a supervisor for having done a good job

(62.4%) 63.5% feel that their contribution in the workplace is valued
However, in each case a significant minority reports dissatisfaction

Employee Morale

(63.3%) 60.3% rate their own morale as at least high

Positive Influences

(75.1%) 62.4% of respondents cited job security as the most significant factor

(60.8%) 47.8% cited a satisfactory workload

(57.9%) 56.0% cited supportive supervision

Negative Influences

(57.9%) 48% cited supervision

(57.6%) 49.6% cited workload

(51.3%) 57% cited inadequate remuneration

Assessment of Morale in the Workplace

(53.9%) 50.2% described morale as at least fairly high

Job Satisfaction – Summary Rating

(75%) 73.7% of East Ayrshire Council employees described themselves as satisfied with their current job

Satisfaction with the Council as Employer

(76.7%) 73.2% expressed satisfaction with the Council as an employer

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