

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 24 NOVEMBER 2008**  
**REPORT ON: 2007 EMPLOYEE SURVEY**  
**REPORT BY: HEAD OF PERSONNEL**  
**REPORT NO: 608-2008**

## **1 PURPOSE OF REPORT**

- 1.1 To advise the Committee of some key findings of the recent employee survey and to report how this is being taken forward. A full report on the survey detailing scores and providing a comparison against previous surveys is available.

## **2 RECOMMENDATIONS**

- 2.1 That the Organisational Development Section Leader meet with Chief Officers to discuss any particular areas of concern regarding results for their department, and report back to the Chief Executive on specific action plans to tackle these.
- 2.2 That the Council Management Team should consider whether any corporate actions need to be taken.
- 2.3 That Chief Officers ensure that the results of the survey, including action plans, are effectively communicated to all employees.
- 2.4 That the survey findings will be published on the intranet.
- 2.5 Note that the results will be analysed to see if there are any significant variations between employees as a whole and members of equalities groups, with any issues being identified and action plans developed in conjunction with the chairs of the respective equalities action groups.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The costs of undertaking the actions recommended in the report will be contained within departmental Revenue Budgets.

## **4 MAIN TEXT**

### **4.1 Methodology**

- 4.1.1 The research method, as with previous employee surveys, was to ask employees to complete questionnaires, either online, or by hard copy. The questions were identical to those in the 2001 and 2004 surveys to allow for comparison of results. The exception to this was the inclusion of additional questions designed to measure awareness of the Council's Equality and Diversity policy. The questions reflect the EFQM Model used by the Council, and will contribute to the assessment process.
- 4.1.2 The survey was conducted in late 2007. 3,381 employees submitted a completed questionnaire, almost the same as in 2004.

## 4.2 Findings

- 4.2.1 It is not possible within this report to give a detailed analysis of all the responses given to all the questions by each department. Each Chief Officer has received a detailed set of results for his/her department together with the overall Council results for comparison purposes. However, the opportunity of highlighting several issues at this stage is taken below.
- 4.2.2 At a Council level, the results show an improvement in satisfaction levels in almost all areas. A detailed comparison with the 2004 survey responses is given in Appendix 1. While some of the increases in scores are relatively small, and perhaps not too much should be read into them when comparing with the 2004 survey, they do show a continuing upward trend when compared with all the previous surveys. It should be noted that some areas scored quite highly in previous surveys, and so there was limited potential for scores to increase. Again, as previously, there were substantial differences in satisfaction ratings between departments and between different grades of employee. The top satisfaction ratings related to the themes of Equalities Awareness (not measured in previous surveys), Performance Management and Aims and Objectives. The lowest satisfaction ratings relate to Job Satisfaction, Communication and Involvement.
- 4.2.3 There a number of specific areas where the responses have shown a significant increase in the satisfaction levels:-

### Communication

While this remains one of the lowest scoring categories, there is a 7% increase in the proportion of employees who agree that 'Management in my Department Communicates well with me'.

### Working Conditions

Almost 9 in every 10 respondents agreed that their department was committed to providing a safe working environment, whilst three quarters agreed that they had the right equipment to do the job, and that risks associated with their job had been fully assessed.

### Quality

Interestingly, there is a difference in the scoring for the questions within this section. Those questions aimed at the individual's contribution score significantly higher than those aimed at the department's contribution, possibly suggesting that while individuals understand and are committed to their own work, they are less sure of the quality and purpose of the work of the wider department.

- 4.2.4 However, there are a number of areas where, despite efforts to improve satisfaction, scores remain stubbornly low.

As previously, less than half respondents agree that the Council is open with its employees. The improvement mentioned above in communication has not translated into a perception of greater 'openness'.

While two thirds of employees agree that their training needs have been assessed in the last twelve months, that varies from 88% among Principal/Chief Officers and Directors, to under 50% of manual and craft workers.

85% of senior officers believe that changes in the department contribute to improvement, only 60% of APT&C staff and 55% of manual/craft staff agree with this.

#### **4.3 Action Areas**

4.3.1 The Council Management Team have reviewed the findings. The trend of incremental improvement over a number of surveys continues and the Council will wish to carry that on.

4.3.2 Much of the work ensuing from this survey will require to be done at departmental level. Each Chief Officer is drawing up an action plan outlining what the priority issues are in their own department and what actions they intend to take. The plan will be submitted to the Chief Executive and be discussed as part of the Chief Officer Appraisal process.

To assist with the planning process, the Head of Personnel has arranged for the Organisational Development Section Leader to meet with appropriate Chief Officers and explore options to deal with the issues raised by the survey. The Organisational Development Section Leader will report to the Head of Personnel and Chief Executive on actions being proposed.

4.3.3 Arrangements will be put in hand to repeat the survey in 2010.

### **5 POLICY IMPLICATIONS**

5.1 This report has been screened for any policy implications in respect of sustainability, strategic environmental assessment, anti-poverty, equality impact assessment and risk management. The only significant issue is that the inclusion of equalities monitoring questions in the survey allows the results to be analysed for any significant variation in results among equalities groups compared to employees as a whole, and it is recommended that any issues arising are identified and action plans developed in conjunction with the chairs of the respective equalities action groups.

### **6 CONSULTATIONS**

6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and other Chief Officers have been consulted and are in agreement with the contents of this report.

### **7 BACKGROUND PAPERS**

None.

Iain Martin  
Head of Personnel

14 November 2008

**DUNDEE CITY COUNCIL EMPLOYEE SURVEY****COMPARISON OF 2007 RESULTS WITH 2004 RESULTS BY THEME**

	<b>Aims and Objectives</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
23	I am kept aware of the policy and procedures of the Council	81%	77%
24	I understand the purpose, aims and objectives of my Department	91%	91%
25	I understand how my job roles and responsibilities are linked to the aims and objectives of my Department	89%	88%
26	Most people in my Department are committed to achieving our aims and objectives	84%	82%

	<b>Working Conditions</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
12	I have the equipment to do my job properly	78%	72%
13	My Department is committed to providing a safe working environment	87%	82%
14	Resources are used efficiently and waste minimised where I work	67%	60%
15	The risks associated with my job have been fully assessed	75%	67%
16	I am satisfied with my working environment	71%	63%

	<b>Training and Development</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
41	My Department is committed to developing an effective workforce	76%	73%
42	My training needs have been assessed in the past 12 months	65%	61%
43	There are opportunities to learn new skills in my Department	71%	69%
44	My supervisor always explains the reasons for my training	69%	66%
45	I have access to the right training to help me to do my job effectively	74%	68%

	<b>Quality</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
5	I am encouraged to contribute to improvements within my work	80%	74%
6	Management are fully committed to achieving total quality in all we do	73%	65%
7	In my Department, it is our aim to provide good customer service	95%	94%
8	I understand the needs and priorities of my main customer(s)	97%	97%
9	As a Department, we are continually seeking ways to improve our service	83%	80%
10	I feel my work makes a valuable contribution to the community	91%	88%
11	Changes in this Department contribute to improvement	68%	61%

	<b>Teamwork</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
1	Management and employees work well together in teams	71%	64%
2	My department has an effective management team	70%	63%
3	I feel part of a team working together to achieve shared objectives	75%	70%
4	Where I work, people get on well together	87%	84%

	<b>Performance Management</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
17	I know what standard of performance is expected of me	95%	92%
18	I know how well I am meeting the performance standards for my job	86%	80%

	<b>Job Satisfaction</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
32	I find my job satisfying	81%	78%
33	I feel valued by my department	63%	58%
34	I feel fairly rewarded for my work	60%	56%
35	I have the opportunity to make full use of my skills and abilities	67%	62%
36	My work is valued by the organisation	66%	62%
37	Encouragement and recognition are given in my department	58%	53%
38	The Council is a caring and supportive employer	64%	61%

39	My conditions of service are satisfactory	81%	78%
40	I feel secure in my current and future employment within the Council	70%	72%

	<b>Supervision</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
27	My views and opinions are listened to by my supervisor	82%	81%
28	My supervisor helps me solve problems	82%	79%
29	Problems are readily resolved within my department	64%	58%
30	I receive support and guidance in my work	79%	75%
31	My supervisor treats people fairly	83%	80%

	<b>Communication</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
	The Council is open with its employees	48%	47%
	I often have to rely on 'the grapevine' to find out what is going on in my Department <sup>1</sup>	57%	63%
	Management is accessible and listens to employees	66%	60%
	Management in my Department communicates well with me	64%	57%
	Management in my department leads by setting a good example	61%	55%
	There are opportunities as a team to discuss work issues with our supervisor	81%	80%

Written communications within the Council are clear and easily understood	75%	73%
I receive the information I need to do my job properly	79%	72%

	<b>Involvement</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
19	My ideas and suggestions are encouraged within my Department	72%	68%
20	I am involved in decisions that affect my work	68%	64%
21	Managers encourage people to be innovative and creative	64%	60%
22	There are opportunities to make my views known to the organisation	72%	69%

	<b>Equal Opportunities</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
54	Equal opportunities are taken seriously here	85%	81%

	<b>Best Value</b>	Percentage Agreeing with Statement 2007	Percentage Agreeing with Statement 2004
55	I understand what 'Best Value' means for my department	80%	78%
56	I am aware of the Council's approach to Best Value	76%	73%