

Appendix 1: Findings from the Employee Survey 2019

The Employee Survey 2019 repeated some questions from previous employee surveys to allow comparison, and included new questions to help develop employee engagement in achieving success. Findings have been analysed and compiled by an independent research organisation.

Balance of the deal: how closely do employees feel their contribution to the council is matched by what they receive back from the council?

Respondents feel increasingly positive about the employment deal, and increasingly engaged with the council.

Key: **Sustain:** Good score/outcome to be celebrated (75 +) **Monitor:** Moderate score/outcome – capable of improvement (51 – 74) **Improve:** Relatively poor score/outcome – a clear signal to take steps to improve (50 or less)

Psychological Contract	Perceived Organisational Support	Employer Contribution	Job engagement	Capability	Organisational Engagement	Employee Contribution
58	47	52	83	80	73	78
71	62	67	85	88	77	83
November 2016						
March 2019						

Psychological Contract : employees' impression of whether employer 'promises' are kept.

Employer Contributions: this includes for example pay/benefits.

Perceived Organisational Support: feeling supported, valued, and empowered to voice views.

Employee Contributions: what employees feel they are bringing to the employment deal.

Job Engagement: the individual's physical, cognitive and emotional investment in the job.

Capability: an individual's confidence and competence to undertake their role.

Organisational Engagement: citizenship behaviours eg advocacy, constructive challenge.

Caveat to the findings above

- Response rate fell from 23% in 2016 to 20% approx in 2019
- Feedback explaining this drop focuses on the need to give employees more information on the difference their responses to the survey make.

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1. I know how to put the council's values into action in my work	79
2. I know what work the council expects me to do	81
3. I get recognition for my work.	62
4. I know why my work matters to Argyll and Bute.	81
5. Council employees put the values into action	70
6. The council's senior leaders communicate the council's vision	58

Note

- Questions 1-5 above are new questions in comparison to the survey of 2016.
- Progress has been made in relation to question 6: the score for senior leaders communicating a vision has increased from 45 to 58 between 2016 and 2019.

What is the best thing about working for Argyll and Bute Council?

- **Location:** beautiful part of the country
- **Job satisfaction:** diverse role, making a difference in people's lives, being trusted to work independently, training opportunities that help me develop
- **Flexible working:** family friendly policies; flexibility in working arrangements
- **My team:** hard working colleagues; friendly staff
- **Working conditions:** terms and conditions
- **Support:** supportive managers who make the difference between looking forward to work and being stressed at work

Questions	Yes %	No %
Conversational Practice	67.7	8.1
It's important that we get support to do our job. If I need help in my job, I would...		
Speak to my manager	88.2	6.7
Speak to my colleagues	88.6	3.6
Ask for training	71.4	11.2
Other Key comments: make the employee suggestion form simpler; provide a calendar of planned training courses	22.7	11.1
Taking action	86.2	8.7
The council provides help for example through the Employee Assistance Programme, which you can call confidentially on 0800 030 5182 to discuss anything from health, money, family or other issues...		
I can spot signs of stress in myself	90.8	5.5
I can spot signs of stress in others	88.1	6.0
I would take action if I was feeling stressed	78.6	16.3
I would take action to help others feeling stressed	87.1	6.7
Comments: give us an easy guide to spotting stress; encourage employees to take their lunch break away from their desk		
Taking action	87.5	9.6
The council wants our employees to be treated well and fairly at work. The Dignity at Work Policy for example sets out steps to avoid conflict such as bullying and harassment.		
I would take action if I was bullied/harassed	85.9	12.2
I would take action to help others being bullied/harassed at work	89.0	6.9
Comments from those who said 'no': make the grievance process easier; do on-going communication about bullying/harassment not being tolerated		
Social Engagement	67.6	7.8
If I had questions about my job, I would:		
Ask my manager	90.0	6.3
Ask my colleagues	83.5	4.9
Ask someone else who could help	73.3	7.5
Other Comments: provide fuller training / buddy system	23.4	12.3
Suggestions for Improvement	52.0	17.2
If I have a suggestion to help the council succeed I would...		
Tell my manager	78.2	11.0
Tell my team	70.3	9.5
Use the employee suggestion scheme	49.5	28.8
Tell someone else who could help put my suggestion into action	55.2	18.1
Other Comments: show that suggestions are acted on; hold workshops with staff	6.9	18.7
Involvement	20.8	6.5
I would like to be more involved in improving the council	45.8	46.5
I would like to be contacted about this, by:		
Email	41.7	2.0
Text	6.2	9.6
My Manager	12.4	7.8
The Council Intranet (The Hub)	16.9	6.0
Other Comments: I am too busy already; ask via social media	2.1	7.1

Involvement	74.8	23.9
Our employees are key in helping the council make changes where it needs to.		
Would you be interested in answering quick questions throughout the year about developing the council as a great place to work?	74.8	23.9
Comments: workload pressures rule this out; need to know it would make a difference		

Free text responses. We received nearly 2,000 comments from employees. The most recurring themes are highlighted below.

	Biggest challenge at work?	How to make my job easier?	How I could enjoy my job more?
Job security	Stressful being a non-statutory service	More staff (but probably not realistic) Central pools of staff to match resources to where need is	
Resources	Time vs volume of work and expectations Staying positive while dealing with customers unhappy with council decisions		
Management	Listen more to staff	Managers act on suggestions/feedback	More info from senior management about things that affect me
Communication	Not being kept in the loop	Better communication through managers	Better internal comms so that everyone knows what is going on
Technology	Unreliable software Numerous systems to in-put to	Training in systems we have to use	
Bureaucracy	Volume of admin tasks	Reduce paperwork; make procedures easier	
Collaboration		Improve links between departments	
Working environment	Flexi – too big an impact on productivity	Quieter open plan offices	More flexible working hours
Reward/ Recognition	Feeling undervalued	Managers respect skills of their team	Culture of praise; feeling valued

Overall summary of findings

- Positive progress shown in terms of the 'balance of the deal' ie how much employees feel their contribution to the council matches what they get back from the council
- Positive progress shown in senior leaders communicating the vision for the council.
- Employees know why their work matters to Argyll and Bute, know how to put our values into practice and would take action to support themselves and their colleagues at work.
- The number of respondents fell again: employees do not see that responding to surveys makes a difference.
- Uncertainty about job security is an on-going concern
- Employees would like more credit/recognition for their work.
- Managers are highlighted again as key: from acting on ideas for improvement to involving employees in the council by sharing information.