

PERSONNEL COMMITTEE

Staff Satisfaction Survey

16 December 2009

Report of Head of Human Resources

This report is public

Recommendations

The meeting is recommended:

- (1) To comment on the proposed timing and structure of the staff satisfaction survey.

Executive Summary

2. Introduction

2.1 In 2008 the Council undertook its first full comprehensive staff survey. At that time the Council committed to repeating the survey every two years to make sure that Cherwell stays in touch the views of the workforce and has this information to hand as it takes a range of decisions in the future. A commitment to repeat the survey also provides a continuing focus on employee satisfaction and supports culture of feedback and learning at all levels.

2.2 The research company Ipsos MORI ran the survey on behalf of Cherwell. MORI are the external experts in the fields and carry out similar surveys across all sectors. They are able to ensure statistical reliability, credibility and confidentiality and also give access to significant benchmarking data for both local government and other sectors.

2.3 Understanding the prevailing organisational culture is essential to organisational development and staff attitudes and beliefs are fundamental to culture. There are clear links between levels of employee satisfaction and organisational performance. A workforce feeling involved and consulted is more likely to include employees who are motivated and therefore perform at a higher level.

2.4 Members discussed the second survey at the September meetings and

to consider whether, in the prevailing climate, allocating resource to the survey was appropriate. At that time Members determined that the survey should proceed and MORI have been engaged to undertake this second comprehensive staff survey in 2010.

- 2.5 The cost of the survey will be met from the corporate training budget.
- 2.6 This report gives the opportunity for members of the Personnel Committee to comment on the content and timing of the survey. A copy of the last survey is attached at appendix A. This will be the basis for the new survey to facilitate maximum benchmarking.

3 Proposals

- 3.1 That the staff satisfaction survey be carried out in March/April 2010 with final timing to be determined when the communication on Job Evaluation is clear.
- 3.2 That Members receive regular reports throughout 2010-11 outlining response rates, key themes and proposed actions as a result of the survey

4 Conclusion

- 4.1 Although there are cost and other resource implications in carrying out the survey, the value that it offers in terms of informing our policies and processes as an employer brings significant value.
- 4.2 The exercise also provides an opportunity for members of staff from across the organisation to be involved in a corporate project led by the Chief Executive.

Background Information

MORI will be engaged to carry out the survey in 2010 in line with our stated intention to carry out the survey every 2 years.

There will be challenges in reaching the excellent response rate experienced previously (64%) and to meet the same satisfaction levels given the implications on staff morale in relation to Revenues and Benefits outsourcing; JE pay/grading decisions; financial constraints impacting on service areas. Robust measures will be put in place (and detailed below) to ensure response rates are maximised)

The draft project schedule is outlined as follows:

Survey Summary Milestones	Date
Set-up meeting between Cherwell and MORI project teams	Complete
Review with Personnel Committee	December 2009
1 st draft of questionnaire to CDC	January 2010
Finalise questionnaire (including content and formatting)	January 2010
Recruit 'champions' to promote survey and scheduled project team meetings	February 2010
Distribution of paper questionnaires On line survey goes 'live'	March 2010
Top line results available	April/May 2010
Draft summary report available	May 2010
Action plan to be approved by Personnel Committee	September 2010

What can be done better

The CDC project team (project members to be agreed) will review the implementation process used in 2008 to make any improvements and adjustments deemed appropriate

Questionnaire

The 2010 questionnaire will be developed by both the MORI and CDC project teams. The teams may take into account:

- Prevailing economic climate and its impact on CDC
- Where the organisation sees itself now and where it wants to be in the future
- Changes in government initiatives
- Changing organisational priorities
- Action plan, processes and responses as an outcome of 2008 survey
- Review of relevance of 2008 survey categories

However there is evident merit in repeating much of the original survey, without significant change so that the data can be directly compared with the findings from the 2008 survey.

The survey, which will take approx 20 minutes to complete, will be in two formats. All those with a Council email address and with access to the internet will be sent an online questionnaire. Those members of staff who do not have internet access will be sent a paper version, together with a reply-paid envelope for return direct to MORI.

Confidentiality

The individual responses to the survey will be kept confidential by MORI. An analysis of results for different groups will be carried out but no individual responses will be identified and MORI will not supply data to CDC in any format that would allow an employee to be personally identified. MORI is a

member of the Market Research Society (MRS) and is bound by its Code of Conduct not to identify individual respondent's views

Survey Champions

Approx 15 employees will be appointed as staff champions so that there is at least one champion for each service area – a method repeated from the first survey. These employees will be involved in supporting the process by answering questions and/or help with completing the survey. They will encourage colleagues to complete the survey within the time frame, allay concerns over confidentiality and encourage involvement. This will ensure that the response rate is maximised. They will then be involved in helping to develop the resulting action plans.

Survey Results

Staff will be told about the survey results in full as soon as possible, once MORI has provided its report. The information will be made available on the intranet and paper copies will be available to all staff who do not have web access.

Action Planning

Once MORI has presented the findings in a report, all service areas will be asked to discuss the staff survey feedback with their teams and provide feedback for the corporate action plan as well as develop local action plans where appropriate. The staff survey champions will meet to discuss the overall feedback and make summary recommendations for consideration by CMT towards the development of a final action plan. These facilitated meetings are an opportunity to get some real examples of good and bad practice and some concrete ideas for doing things differently.

CMT will review the feedback and agree an action plan, defining lead officers, time scales and related plans/strategies for integration. The final action plan will go to Personnel Committee in September 2010. Staff will be informed of the key actions to be taken as a result of the survey.

Key Issues for Consideration/Reasons for Decision and Options

The option not to carry out the staff survey remains open at this point. However, Members have previously discussed this and determined that the survey should proceed. Funding is in place.

Implications

Financial:	None Comments checked by Denise Westlake.
Legal:	None Comments checked by Liz Howlett,

Risk Management: None
Comments checked by Rosemary Watts

Wards Affected

None

Document Information

Appendix No	Title
Appendix 1	MORI staff survey 2008
Background Papers	
None	
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