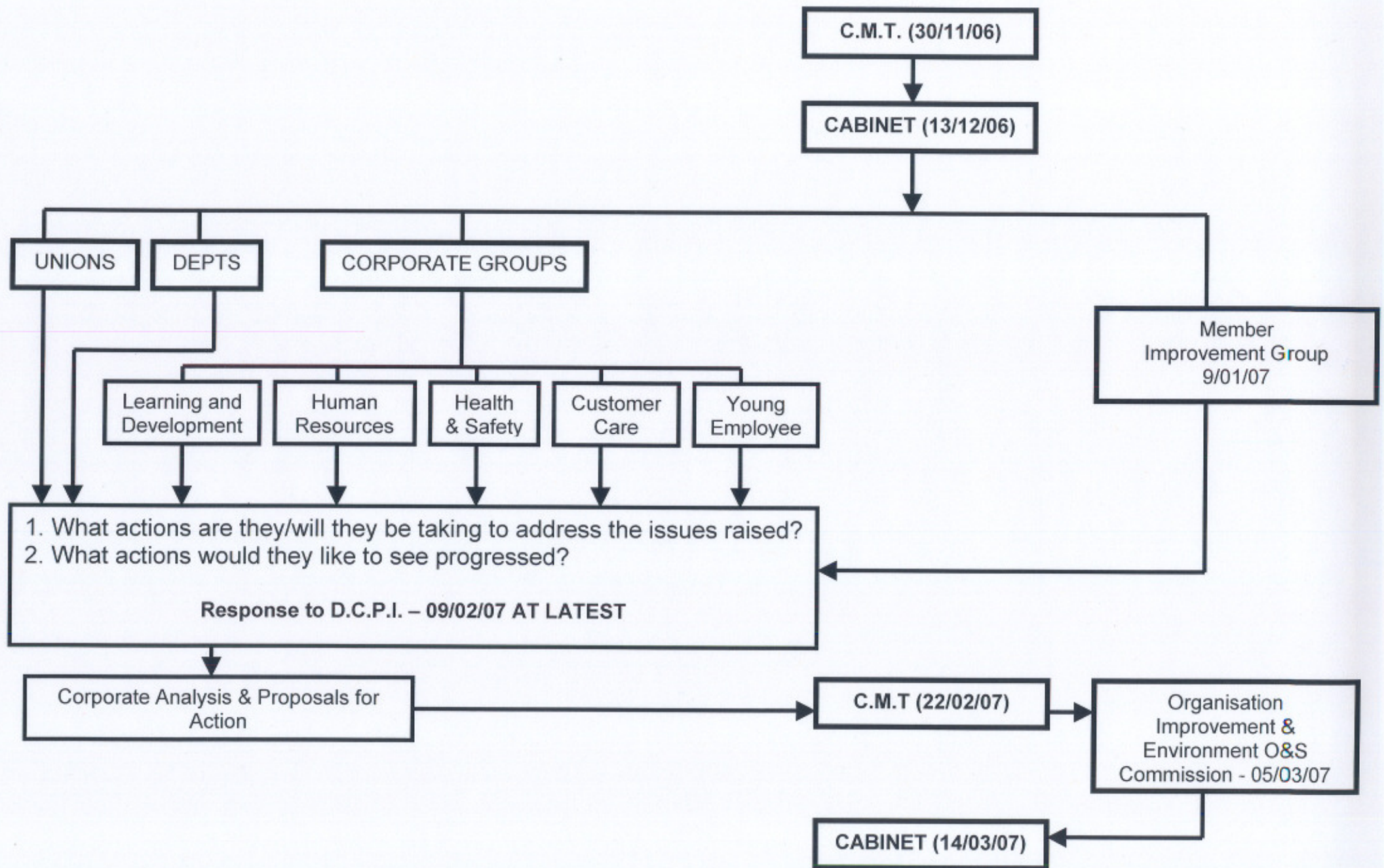


Employee Survey 2006 – Process Timetable

APPENDIX A



Employee Survey 2006 Responses from Groups to results

Group	What Actions they are /will be taking to address the issues raised	What actions they would like to see progressed
Department of Corporate Policy and Improvement	<ul style="list-style-type: none"> • Noted that the top 5 issues for DCPI, HR and Legal and Democratic Services were: <ul style="list-style-type: none"> <input type="checkbox"/> Managing Change <input type="checkbox"/> Communication <input type="checkbox"/> Health and Safety <input type="checkbox"/> Pay and Conditions <input type="checkbox"/> Job Satisfaction • Noted the questions where results were below the Council average and would progress work regarding the following: <ul style="list-style-type: none"> <input type="checkbox"/> Job Satisfaction <input type="checkbox"/> Health and Safety <input type="checkbox"/> Equalities 	<ul style="list-style-type: none"> • Will lead on including issues identified in corporate work/plans
Department of Community Services	<ul style="list-style-type: none"> • Department undertaken analysis of the results and identified issues raised in all divisions • Noted that the top 5 issues for DCS were: <ul style="list-style-type: none"> <input type="checkbox"/> Increase pay <input type="checkbox"/> Improve Communication overall <input type="checkbox"/> Improve Management <input type="checkbox"/> Improve car parking facilities <input type="checkbox"/> Improve communication from management/senior level staff • Divisional action plans are in the process of being drawn up and will include the issues raised. Progress on the plans will be monitored through quarterly reviews with the Director and DMT 	<p>The results also require action through the use of Corporate groups/initiatives, for example Single Status/Job Evaluation, communication generally and the work being progressed regarding stress</p>
Customer care Group	<ul style="list-style-type: none"> • Better communication to staff on customer care issues • Ensuring that basic consistent information is in place at all Council sites and service outlets • Supporting staff in dealing with difficult customers • Ensuring that staff are aware of the Council's procedures for incident reporting • Above being addressed either through the work programme of the Group or through other groups for example the Stress Group or Employee Involvement Groups 	

Group	What Actions they are /will be taking to address the issues raised	What actions they would like to see progressed
Department of Development Services	<ul style="list-style-type: none"> • Continue to monitor and ensure Appraisals take place, including the six-month review. • Address accommodation issues in certain areas of Planning and Transport (already identified) • Identify key pressures from demands of Workload, through our departmental HSE Management Standards Action Plan. • Improve communications through the set up and establishment of the Employee Forums. • Look at ways of assisting employees to prepare and cope with change through consultation, the use of the Employee Forums and information exchange 	<p>The results also require action through the use of Corporate groups/initiatives, for example through the use of the work of the Customer Care Group, the Corporate Employee Forum, the Corporate Action Plan for the HSE Management Standards and the development of the Intranet.</p>
Harrogate International Centre	<ul style="list-style-type: none"> • Survey showed no real issues for HIC • Addressing temperature problems as best they can • Addressing issue regarding helping employees prepare and cope with change with initiatives • Improving communication 	<ul style="list-style-type: none"> • Progressing training for dealing with difficult customers
Human Resources Group	No Response	No Response
Young Employees Group	<ul style="list-style-type: none"> • Noted that the top 5 issues for employees aged between 16-29 were: <ul style="list-style-type: none"> □ Communications □ Pay and Conditions □ Training □ Being Part of the Council □ Managing Change • Will work on the following in the short term (12-24 months) for young employees: <ul style="list-style-type: none"> □ Communication □ Training • Will work on the following in the long term (24+ months): <ul style="list-style-type: none"> □ Working with elected Members 	<ul style="list-style-type: none"> • Work regarding pay and conditions • Managing change • The group is willing to support any corporate work to address these issues

Group	What Actions they are /will be taking to address the issues raised	What actions they would like to see progressed
Department of Resources	<ul style="list-style-type: none"> • Benefits (training), • ITD (recognition) • Training for Business Support/CSU • No particular issue with harassment and bullying statistics for Resources therefore no basis for any action in my view • Personal Training and Development Plan- don't have this as such but key details are in appraisal forms • Being valued by the Public • Overall Scores on Categories within Resources/DCPI Generally very pleasing 	<ul style="list-style-type: none"> • The response rate is very disappointing and should be followed up • We are well aware that growing workload is an issue across the board but less so than in other authorities • Managing change is obviously a key issue but improving staff perception and the reality is not straightforward • Parking is rightly identified as a key issue • The reference to counselling has been picked up as an anomaly by the consultants and should be ignored. • Two other issues relate to workload but this is a national issue, which will get worse and over which we have no control. If the implication is that managers should do more this ignores the fact that they are at least equally or probably more affected. • This also applies to change and communication. It would be great to make progress in these areas • Reference is made to temperature in buildings. Again we are aware of the problem but the only solution is costly air conditioning – flat screens for PCs have helped to a degree
GMB Managerial and Professional	Considered the results and the level of analysis does not make it possible to identify major issues for MPO representatives	
GMB Manual Workers	No Response	No Response

Group	What Actions they are /will be taking to address the issues raised	What actions they would like to see progressed
Unison	<ul style="list-style-type: none"> • Unison as a branch encourage members to see counseling as an opportunity and not as a stigma • Support for 'Council Talk' 	<ul style="list-style-type: none"> • Concerned at below average response rate (although quoted wrong response rate for Local authorities). Suggests incentives for staff to complete the next one • Concerned that increased positive responses could result in complacency by the Council • Feedback to staff often not backed up with actions • Agree with top 5 areas for improvement • Unison believe that sickness absence and capability issues have increased as well as workload • The Council must do more to promote counseling and also look at alternatives to the counseling currently available • The Council does not do enough to communicate with all staff. Those without access to e-mail and the intranet are disenfranchised and excluded <ul style="list-style-type: none"> □ Information sent to staff often says a lot but tells them nothing □ We have a diverse workforce with different abilities messages must be clear to all • Pay • Management <ul style="list-style-type: none"> □ Poor management in certain areas leads to a lack of morale together with sickness and capability issues □ Staff are often blamed when part of the responsibility lies with managers • Car parking • Re-introduction in the next survey of 'How staff get to work' and questions relating to staff representation and consultation

Group	What Actions they are /will be taking to address the issues raised	What actions they would like to see progressed
Learning and Development Group	<ul style="list-style-type: none"> • The Investors in People Action Plan addresses a number of issues raised: <ul style="list-style-type: none"> □ Clarification of business planning processes □ Developing Corporate learning and development strategies □ Develop and launch corporate appraisal process □ Develop an effective communication strategy for learning and development □ Developing managers skills □ Review of induction training □ Training and learning evaluation • Stress Action Plan <ul style="list-style-type: none"> □ Tackling work demands □ Managing workload □ Review and re-launch Harassment and Bullying Policy □ Embed Management Standards within the organisation • Health and Safety Business Plan <ul style="list-style-type: none"> □ Review personal safety policy 	<ul style="list-style-type: none"> • Time management • Managing peer performance • Managing people • Motivational skills <p>Above could be covered by leadership development</p> <ul style="list-style-type: none"> • Team briefing • Developing the Intranet • Communication • Review canteen and rest facilities
Member Improvement Group	<ul style="list-style-type: none"> • Members were generally positive regarding the improvements that were identified in how employees saw elected members • The increase in staff who felt valued by members(from33% to 47%) and there skills valued by members(from40% to 60%) was seen as due to improved communication between the two groups. The increase in staff who felt Members had a clear vision(from 40% to 58%) was seen as due to the more inclusive corporate planning process and awareness by Members of the Strategic documents <p>The actions they will be taking are:-</p> <ul style="list-style-type: none"> • Raise the issue of conduct of Members through induction and briefings (specifically via Scrutiny Co-ordinating Board as it is felt that this is likely to be at highest risk in scrutiny process) • Continue to encourage Member involvement in Service initiatives and link to areas of interest to continue the good Links/relationships • Priorities for Training in 2007/8 had 	<ul style="list-style-type: none"> • Discrimination by Members against staff and incidents of harassment which had marginally increased (albeit from a small base) Members felt this needed to be addressed and they wanted this figure to be zero • Member /Officer opportunities to engage on an informal (ie not committee style). It was felt this developed better understanding an awareness which benefited all (Shared Learning was given as an example) • Clearer and consistent responses to members communications

	<p>been agreed to involve Interviewing/questioning which they felt would help address some issues</p> <ul style="list-style-type: none"> • A programme of developing Members areas of special interest will be piloted and this again will increase engagement. 	
Health and Safety Group	<ul style="list-style-type: none"> • The Group felt that the majority of issues identified were already in existing actions and therefore felt that no new initiatives were required. It welcomed progress that had been made 	<ul style="list-style-type: none"> • Provision of canteen and rest facilities